

Sales Management

THE MAGAZINE OF MARKETING

IN THIS ISSUE:

THE SHORTAGE OF KEY MANAGEMENT MEN..... 37

THE TONI TWINS ON TOUR 42

JOHNSON & JOHNSON'S RETAIL TRAINING PLAN 82

DEBUT OF THE POLAROID CAMERA 46

MAY 20, 1949



THIRTY-FIVE CENTS



Guiding Light

Bringing any cargo of ideas to port through the storms or down the fairways of modern distribution and human relations calls for the light of long experience.

When going into motion pictures or other visual aids, get the benefit of the light which a long-experienced producer can throw on any problem of production and utilization.

The collective experience of American business leaders is available to pilot any commercial picture project into the best channels.

The
JAM HANDY
Organization

To Get Understanding

VISUALIZATIONS • INDUSTRIAL MOTION PICTURES • TRAINING ASSISTANCE • SLIDEFILMS



MORE

Men's Wear Store
Advertising

MORE

Women's Wear Store
Advertising appears
in The Free Press

IT IS SIGNIFICANT that both the retail men's wear stores of Detroit and the retail women's wear stores, as listed in Media Records, bought more advertising in the Detroit Free Press in 1948 than in any other Detroit newspaper.

Both of these groups of retailers, the one appealing to men, the other to women, have only one real objective for their advertising. That is sales-making . . . immediate, traceable, cashable results. That the Free Press does a consistently better job for them in matching their requirements through its 425,000 reader-homes, is obvious from the record.

MEN'S WEAR STORE ADVERTISING

FREE PRESS.....372,111 lines
1st evening paper.....328,936 lines
2nd evening paper.....166,768 lines

WOMEN'S WEAR STORE ADVERTISING

FREE PRESS.....1,861,129 lines
1st evening paper.....1,729,601 lines
2nd evening paper.....881,210 lines

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales Management

CONTENTS, MAY 20, 1949

DEALER RELATIONS

- Why the prexy of Gulf Beverages calls on dealers 93

GENERAL

- "The Penalty of Leadership"—a reprint of a famous advertisement 45

GENERAL MANAGEMENT

- Marvin Bower of McKinsey & Co. examines the shortage of key men,
suggests what can be done about it 37

JOBBER RELATIONS

- How S. C. Johnson wins—and holds—the support of jobbers 94

MANPOWER PROBLEMS

- College training for insurance men cuts trainee turnover 77
Union battle comes to a boil in the insurance industry 74
What Johnson & Johnson are doing to train retail salespeople 82
Your customers can help you find qualified salesmen 52

PACKAGING

- Case history of a packaging change by Golden State, Ltd. 106

SALES AID

- How Westinghouse industrial salesmen turn prospects' offices into
theaters for group selling 86

SALES CAMPAIGNS

- Polaroid pegs camera debut on key markets policy 46

SALES CONTROL

- A call report system for the small sales staff 80

SALES MEETINGS

- All about Marlow Milker's folksy sales meetings 100

SALES PROMOTION

- A rolling showroom takes Whitman products to the field 81
The Toni Twins on tour—they take sales promotion to the dealer level 42

DEPARTMENTS AND SERVICES

Advertisers' Index	119	News Reel	15
Campaigns & Marketing	56	Promotion	73
Coming Your Way	61	Readers' Service Bureau	53
Comment	120	Scratch Pad	20
Dear Editor	89	Shop Talk	104
The Human Side	8	Significant Trends	35
Marketing Pictographs	65	They're in the News	40
Media & Agency News	112	Tips	103
New Books for Marketing Men ...	118	Washington Bulletin Board	28

FOOD PRODUCTS — Baby foods, bacon, baked beans, baking mixes, bread, breakfast foods, candy bars, catsup, cheese, chili con carne, coffee, corned beef hash, crackers, dog food, fish, flour, frozen foods, grape juice, ice cream, jams, jellies, preserves, luncheon meats, macaroni products, margarine, mayonnaise, mustard, paper towels, peanut butter, peas, rice, tea, toilet paper, tuna fish, vegetable shortening, wax paper, wieners.

SOAPS AND CLEANSERS — Bleaching fluid, bluing, laundry starch, soaps and soap products (for dishes, fine fabrics, laundry, walls and woodwork, hands and face, bath), scouring cleansers, synthetic detergents, toilet bowl cleansers, water softeners, wax, window cleaning products.

TOILETRIES — Capsules for setting curls, deodorants, dyes, facial cream, facial tissues, hair tonic or dressing, hand lotion, headache remedies, permanent wave kits, safety razor blades, shampoo, electric shavers, shaving cream, tooth paste and powder.

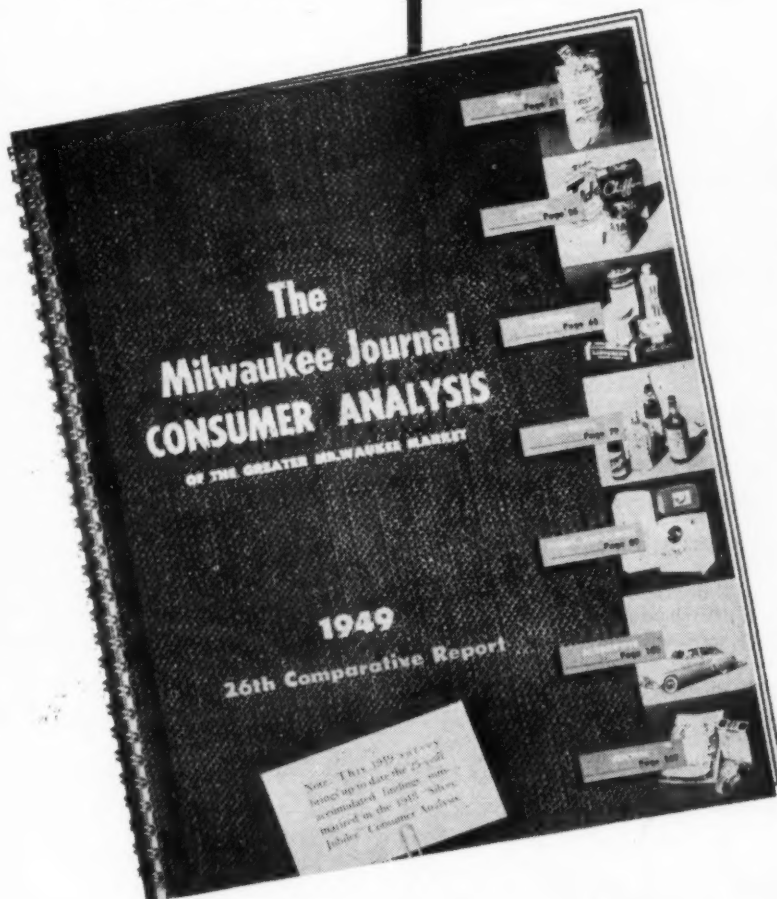
Consumer Buying in 1949

HOMES AND APPLIANCES — Carpets and rugs, cooking ranges, electric blankets, food freezers, freezing unit preference (separate or in refrigerator), furniture, heating, mangles, mattresses, painting, radios by types, television, refrigerators, washing machines, water heaters, homes ownership, value, when purchased, prospective buyers.

GENERAL — Tobacco review, cigars and cigarettes, pipe smoking, autos used for shopping, downtown and neighborhood shopping, evening shopping, business and financial news readership, installment buying, foundation garments, recreation, vacations (type and transportation preference); wristwatches, employment and occupations, composition of families.

BEVERAGES — Ale, champagne, cordials and liqueurs, brandy, gin, martinis, prepared cocktails, rum, scotch, vermouth, whiskey, wine, bottle and can beer, soft drinks.

AUTOMOTIVE — Ownership, sales by makes, antifreeze, gasoline, motor oil, tire replacement.



Here's the up-to-date picture of consumer buying habits—brand preference, ownership, buying plans, when and where they buy. This information, all gathered since January 1, 1949, shows the increasing competition in many lines, unusual shifts in brand preference and the trend of preference by types of stores. Write for a copy and get the close-up details on local marketing and buying factors which influence your 1949 sales in Milwaukee.

THE MILWAUKEE JOURNAL

The Newspaper With the Marketing Information

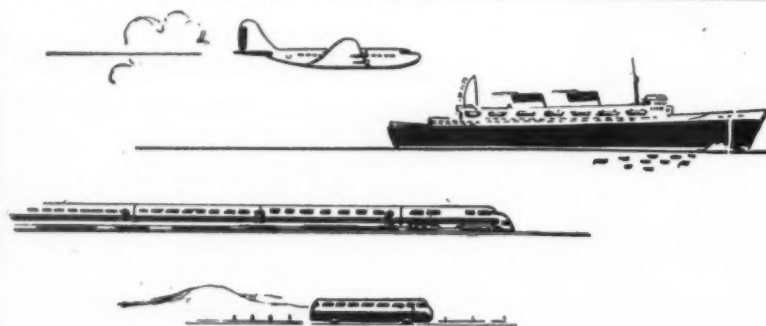
National Representatives—O'Mara & Ormsbee, Inc.

Which one
meets your
screening test?



If you'd rather hit markets than marks, it's the one at the right. She's the Better Homes & Gardens reader and, like 3,000,000 others, she's buying constantly for her comfortable home — to the tune of one of the highest standards of living in the world. She depends upon BH&G's 100% service for information and ideas. Better be there when she's making up her mind.

America's First Service Magazine



HIT HARDER

at those Buffalonians with Money to Travel... Use the Courier-Express

● The Courier-Express is Buffalo's travel medium. In 1948 it carried 59% of all travel advertising in the territory. Five tours sponsored editorially by the Courier-Express last year were sold out to their combined capacity of 3,300 participants at a cost to them of \$131,000. If you want to sell the type of folks with income to travel...you

can do it more economically in the Courier-Express.

Your dollar buys greater impact in the Courier-Express on the families with money to spend.

**Buffalo
Courier-Express**
Western New York's
Only Morning and Sunday Newspaper

Representatives
Osborn, Seclark, Meeker & Scott

SM

EDITORIAL STAFF

PHILIP SALISBURY Editor
A. R. HAHN Managing Editor
JOHN H. CALDWELL Assistant Managing Editor
MARY CAMP Desk Editor
LESTER B. COLBY
D. G. BAIRD
FRANK WAGGONER
ALICE B. ECKE
TERRY ARMSTRONG
HARRY WOODWARD, JR.
JAMES M. SINGLETON Associate Editor
GRACE WEINROD
MADELINE ROARK
MARY JANE SEARS Assistant Editor
JEROME SHOENFELD Washington Editor
RAY B. PRESCOTT Research Consultant
PETER B. B. ANDREWS Consulting Economist
H. M. HOWARD Readers' Service Bureau
MARY LOU MARTIN Librarian
WILLIAM C. JORDAN Advertising Production Manager
SHIRLEY D. HINTCH Advertising Records

BUSINESS STAFF

RAYMOND BILL Publisher
PHILIP SALISBURY General Manager
EDWARD LYMAN BILL Treasurer
MERRIL V. REED
C. E. LOVEJOY, JR.
W. E. DUNSBY Vice-Presidents
R. E. SMALLWOOD
Vice Pres. & Advertising Service Manager
C. V. KOHL Subscription Manager
ELMER DALTON Assistant Subscription Manager
ELLIOTT EAKIN Promotion Manager

Published by Sales Management, Inc. Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y.; Telephone Lexington 2-1750. Branch Advertising Offices: Chicago 1, 333 North Michigan Avenue; Telephone State 2-1266. C. E. Lovejoy, Jr. Vice-President; W. J. Carmichael, Western Advertising Manager, and—Santa Barbara, California, 15 East de la Guerra, Warwick S. Carpenter, Manager; Publication office, 34 North Crystal Street, East Stroudsburg, Pa. Subscription price \$6.00 a year, Canada, \$7.00 Foreign, \$9.00. Member Audit Bureau of Circulations, Associated Business Papers.

SALES MANAGEMENT with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November, when it is published on the first, tenth and twentieth; copyright May 20, 1949 by Sales Management Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$6.00 a year in advance Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. Address mail to New York office.

May 20, 1949

Volume 62

No. 11



SALES MANAGEMENT

IN PITTSBURGH

you can buy the

**BIG
CIRCULATION**



and still

Route Your Advertising

as you Route your Salesmen

FIRST
BY FAR

PITTSBURGH

POST-GAZETTE

BY FAR THE LARGEST CIRCULATION OF
ANY PITTSBURGH DAILY NEWSPAPER

Now 7 Days A Week!

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

Out of 57 businesses

1. A large number of America's leading businesses have chosen to advertise some or all of their products through Young & Rubicam.
2. These products range from a 5¢ candy to a motor car costing thousands of dollars.
3. In general, the makers of these products came to us primarily not because we knew *their* business—but because they believed we knew our own.
4. When an advertiser comes to Y&R, the agency's first job is to learn his business so well that the agency's experience and knowledge of advertising can be applied, with greatest impact, to his particular problems.
5. The list below indicates that—no matter what kind of product or service an advertiser has to sell—he is likely to get effective advertising from Young & Rubicam.

American Can Company, New York, N. Y.
Metal and Fibre Food and Non-food Containers

American Home Foods, Inc., New York, N. Y.
Chef Boy-Ar-Dee Quality Foods, Inc. Division • Clapp's Baby Food Division

Bigelow-Sanford Carpet Co., Inc., New York, N. Y.
Bigelow-Sanford Rugs and Carpets • Glamorugs

Bissell Carpet Sweeper Company, Grand Rapids, Mich.
Bissell Carpet Sweepers

Borden Company, The, New York, N. Y.
Institutional
Grocery Products Division (Eagle Brand Condensed Milk, Evaporated Milk, Hemo, Malted Milk, Instant Mix, Chocolate Syrup, None Such Mince Meat, Starlac).
Borden's Farm Products of N. Y. (Fluid Milk).
Lady Borden Ice Cream

Cheese Division (Chateau, Liederkrantz, Military Brand Camembert, Cocktail Spreads, Cream Cheese, Pippin Roll and various Processed Cheeses).

Special Products Division (Armstrong Dog Food, D-Q Milk, Vitamin Concentrates, Whitson Products, Labco Products).

Dry Milk Division (Breadlac, Certora, Parlac, Special Starlac, Dairy Starlac, Powdered Lemon Juice).

Chemical Division (Bulk and consumer—Cascophen, Cascomite, Casco, Casco Flexible Cement, Cascorez).

Bristol-Myers Company, New York, N. Y.
Sal Hepatica • Minit Rub • Trushay Hand Lotion • Bufferin

Cannon Mills, Inc., New York, N. Y.
Cannon Sheets • Pillow Cases • Hosiery

Centaur—Caldwell Div. of Sterling Drug, Inc., New York, N. Y.
Fletcher's Castoria • Mollé Brushless Shaving Cream

Cluett, Peabody & Co., Inc., New York, N. Y.
Arrow Shirts • Ties • Handkerchiefs • Underwear • Sport Shirts • Collars

Corning Glass Works, Corning, N. Y.
Pyrex Ovenware • Pyrex Flameware • Institutional Advertising

Dictaphone Corporation, New York, N. Y.
Dictating and Recording Machines

Drackett Company, The, Cincinnati, Ohio
Drāno • Windex Spray • Windex Wax • Charge Dog Candy

Drake Bakeries Incorporated, Brooklyn, N. Y.
Drake's Cakes

Duffy-Mott Company, Inc., New York, N. Y.
Mott's Apple Products • Sunsweet Prune Juice

Frankfort Distillers Corporation, New York, N. Y.
Four Roses • Paul Jones • Frankfort Gin

General Aniline & Film Corporation, Binghamton, N. Y.

- we make 5 points

- Anso Division**—(Anso Photographic Materials and Equipment) *Ozalid Division*
- General Electric Company**, Bridgeport, Conn.
Appliance and Merchandise Department (Refrigerators, Freezers, Ranges, Water Heaters, Dishwashers, Disposals, Home Laundry Equipment, Irons, Toasters, Coffee Makers, Mixers, Roasters, Clocks, Fans, Vacuum Cleaners, Automatic Blankets, Heating Pads, Heaters, etc.)
- General Foods Corporation**, New York, N.Y.
Maxwell House Division (Sanka; Instant Sanka; Kaffee Hag).
Associated Products Division: Jell-O Division (Jell-O; Jell-O Puddings; Jell-O Tapioca Puddings; Jell-O Rice Pudding) *Minute Division* (Minute Gelatine; Minute Rice; Minute Tapioca) *Calumet Division* (Calumet Baking Powder).
- Post Cereals Division* (Grape-Nuts; Grape-Nuts Flakes; Grape-Nuts Wheat-Meal).
- Iglehart Brothers, Inc.** (Swans Down Cake Flour; Swans Down Family Flour; Swans Down Self Rising Cake Flour; Swans Down Mixes; Challenger Feeds).
- Franklin Baker Division** (Coconut Products; La France; Satina).
- Birds Eye-Snyder Division** (Birds Eye Frosted Foods).
- Bireley's Division**, Hollywood, Calif. (Bireley's Bottled Beverages).
- Electriccooker Division** (Kernel-Fresh Salted Nuts).
- General Seafoods Division** (40-Fathom Brand of fish and seafoods; Jack & Jill Cat Food).
- Goodyear Tire & Rubber Company, Inc., The**, Akron, O.
Goodyear Passenger Car Tires • Life-Guard Safety Tubes • Institutional Campaign in Magazines
- Gulf Oil Company**, Pittsburgh, Pa.
Gulf Products
- Hammond Instrument Company**, Chicago, Illinois
Hammond Organ • Solovox • Novachord
- Hearst Magazines, Inc.**, New York, N.Y.
Good Housekeeping Magazine
- Heritage-Henredon Furniture Industries**, High Point and Morganton, North Carolina
- Hotels Statler Company, Inc.**, New York, N.Y.
- Hunt Foods Inc.**, Los Angeles, Cal.
- International Harvester Company**, Chicago, Illinois
Motor Trucks
- International Silver Company**, Meriden, Conn.
International Sterling • 1847 Rogers Bros. • Wm. Rogers & Son
- Jelke, John F., Company**, Chicago, Ill.
Jelke's Good Luck Margarine • Mayonnaise • Bakery Products
- Johnson & Johnson**, New Brunswick, N.J.
Baby Products Div. • Surgical Dressings Div.
- Lever Brothers Company**, Cambridge, Mass.
Swan Soap.
- Life Savers Corp.**, Port Chester, N.Y.
Life Savers Candy
- Lipton, Inc., Thomas J.**, Hoboken, N.J.
Lipton Tea • Lipton Soups
- Metropolitan Life Insurance Company**, New York, N.Y.
- Motor Wheel Corporation**, Lansing, Mich.
Duo-Therm Fuel Oil Appliances
- National Paint, Varnish and Lacquer Association, Incorporated**, Washington, D.C.
- National Sugar Refining Company, The**, New York, N.Y.
Jack Frost Sugars • Quaker Sugars • Arbuckle Sugars
- Northam Warren Corporation**, Stamford, Conn.
Cutex • Odorono • Cutlery • Nail Brilliance
- Northern Paper Mills**, Green Bay, Wisc.
Toilet Tissues • Handy Paper Towels
- O-Cedar Corp'n.**, Chicago, Ill.
O-Cedar Polishes • Waxes • Dust and Polish Mops
- Packard Motor Car Company**, Detroit, Mich.
- Parke, Davis & Company**, Detroit, Mich.
Pharmaceutical and Biological Products
- Permanente Metals Corporation, The**, Oakland, Calif.
- Personal Products Corporation, The**, Milltown, N.J.
Modess • Co-ets
- Petri Wine Company**, San Francisco, Calif.
- Pullman Company, The**, Chicago, Ill.
- Purity Bakeries**, Chicago, Ill.
Grennan Cakes • Taystee Bread
- Rath Packing Company, The**, Waterloo, Iowa
Black Hawk Meats
- Rosefield Packing Company, Ltd.**, Alameda, Calif.
Skippy Peanut Butter
- Roth Co., Inc., Chester H.**, New York, N.Y.
Esquire Men's Hosiery
- Royal Typewriter Company, Inc.**, New York, N.Y.
Royal Standard Typewriters • Royal Portable Typewriters • Roytype Supplies
- Sanforized Div. of Cluett, Peabody & Co., Inc.**, New York, N.Y.
"Sanforized" trade-mark • "Sanforset" trade-mark • "Sanforlan" trade-mark
- Jos. Schlitz Brewing Company**, Milwaukee, Wisconsin
- Scovill Manufacturing Company**, Waterbury, Conn.
Proprietaries Division
- Simmons Company**, New York, N.Y.
Beautyrest • Hide-A-Bed • Deepsleep Mattress • Babybeauty Crib Mattress • Ace Spring
- Singer Sewing Machine Company, The**, New York, N.Y.
Singer Sewing Machines and Related Accessories
- Time, Incorporated**, New York, N.Y.
Life Magazine • Time Magazine • Time-Life International
- Travelers Insurance Companies, The**, Hartford, Conn.

YOUNG & RUBICAM, INC.

ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

The Human Side

ELSIE, THE BEAUTIFUL LACTRESS

Elsie, the Borden cow, is now in her thirteenth year. Thirteen, in Elsie's bovine case, doesn't seem to be unlucky, however. She plods along, cow-like, mooing praises for the Borden products and getting her lactic into American homes. Matter of fact, Elsie manages to insinuate her way into American homes in more guises than milk. The Borden Co. has recently announced that licenses to novelty manufacturers have increased more than 150% in the past year and there is a list waiting to sign for permission to use Elmer (Elsie's bully-husband), Beulah (Elsie's subdeb daughter), and Beauregard (Elsie's son, now in the training-pants stage), likenesses on merchandise.

Recently Borden set up a showcase which contained all the merchandise now being manufactured under Elsie licenses and the total number of offerings came to a two-digit figure. It's increasing all the while. In fact, so many Elsie products are manufactured that Borden has set up a special department, Elsie Enterprises, at 350 Madison Avenue, New York City.

Borden is choosy about whom they allow to manufacture Elsie products. Before a manufacturer is given a license he is investigated and a sample of the product he intends to produce is passed by the Board. In this way Borden assures itself that Elsie remains a quality trademark and that merchandise manufactured under a Borden license will sell more milk or milk products for Borden.

In this way Borden finds that baby rattles and infants knit wear are helping to push Borden products, tenuous



THAT MONEY-MAKIN' ELSIE! . . . she's given birth to scores of new products in addition to Elsie and Beauregard.

as the connection may seem. Elsie is now appearing on more than two dozen novelties produced by as many manufacturers. Elsie tickles the manufacturers, the manufacturers tickle Borden. One makes hay from the other's labors.

Here are some of the Elsie products: cloth squares, pocketbooks, ceramic creamers and sugar bowls, plastic pins, toy wrist watches, cosmetics for young people, tooth care kit, "Elsie the Cow Comic Book," T-shirts, a toy milk wagon, plush buttons, plastic toys, rattles, "Bottle Baby," overalls and sun suits, toy soda fountains, ceramic nursery lamps, soap figurines, handkerchiefs, wood sand buckets, and so far into the night.

Elsie has come a long way since she was born in an advertising man's brain. Once she contented herself with increasing milk sales and posing with Kay Francis for movie publicity. Now she helps the company sell its new Instant Coffee and other products, and she's gotten married and produced a family which, in turn, produces more and more sales.

Borden has carefully built up Elsie and her family. When it was announced that Elsie had produced a son, the company was besieged with letters, and ran a contest to name the infant. No contest for a name ever gave birth to such name calling. Seems that every respondent decided that *his* handle would just fit Elsie's son and Borden had to summon up all its carefully stored tact to save the day.

MAN'S BEST FRIEND . . .

It is a rare mother who can do for you what a bartender can. Lose your job, lose your girl . . . you tell the bartender. Find a job, win the girl . . . same thing. Following this tribal urge, the Puerto Rico Industrial Development Company has enlisted the aid of the bartenders of the United States in a really humanitarian project.

The Industrial Development Company was founded by the Puerto Rican legislature and given the job of steering the Island's economy away from the "one crop" situation that has held the standard of living at a rigidly low level. It is I. D. C.'s aim to encourage new industries and to foster all branches and offshoots of the basic sugar industry. Rum, a by-product of sugar cane, has played a large part in the Island production picture. However, the tidal wave of exports that hit the United States during the war has recently ebbed and a comparatively narrow stream has been flowing in since. The vital need to expand the industry, to absorb some part of the vast amount of available manpower, lead the Industrial Development Company to launch a million dollar advertising campaign and a good will promotional program.

They didn't go after the Gourmet Society nor the Restaurant Owners' Guild. They extended an invitation to nine officials of the Hotel and Restaurant Employees and Bartenders International Union, A. F. of L., to visit the Island, inspect every step in the process of rum production, confer with local experts on the best use of rum in such



Mr. Digit's got your answer

FOLLOW HIM IN THE 1949 CONSUMER ANALYSIS OF THE INDIANAPOLIS MARKET

• *For a fact he's just a figure—but he opens your eyes to the real Indianapolis market. Through sections on Foods, Soaps and Cleansers, Toiletries and Cosmetics, Alcoholic and Soft Drinks, Automotive and General, he turns up the right answers to your marketing questions.*

Be sure to catch the significance of market trends over the past four years . . . based on comparative data analyzing buying habits, brand preference, dealer distribution and ownership. It's free to executives of manufacturing and distributing firms and agencies. Write for it.

And that's not all. The Star and The News also have the Bureau of Advertising Grocery Inventory to throw light on your dark problems in this growing market.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Indiana's
first team . . .*

**THE INDIANAPOLIS STAR
and
THE INDIANAPOLIS NEWS**

popular drinks as highballs and daiquiris. The union guests were flown down to Puerto Rico on May 7 on Pan American's flight #451 for a five-day tour.

The logic behind the invitation is simple. The company wants to get its story over to the man behind the bar, the man who reaches for the bottle when the customer orders a drink. They went to the key men in the union that has over five million bartenders on its rolls. Hugo Ernst, president of the international, made the trip. So did two international v.-p.'s, presidents of three locals (New York, San Francisco and Pittsburgh), two secretary-treasurers and a public relations director.

At a cocktail party given them before the party left New York, the plan seemed already successful. The union men were frankly tickled to have been sought out; their help was assured before they packed their bags. The work these men can do for the cause of Puerto Rican rum is immeasurable. . . . The union has an apprentice system whereby they train their men to mix and pour, to know wine cellars, to arrange the setups that almost amount to an assembly line at a really busy bar. A year of training is given a man before he works alone "behind the stick," and the situation is fraught with educational possibilities for the rum industry.

The advertising program, handled by McCann-Ericson, was launched in the May 7 issue of *Life* magazine with a full-page four-color advertisement. Business paper and newspaper advertising will follow. This was the beginning of the parent campaign by the Industrial Development Company itself. Advertising by individual importers more

or less mushroomed up as part of the drive to sell Americans on the light qualities, the versatility of rum as a basic liquor. There is a definite need to get the bartender in on the campaign to put rum across as a simple drink—one that need not be decked out with "garbage" and "fruit salad" for fancy drinks. If the barkeep takes a dim view of the drive, if he fears the rum craze as one that is likely to entail complicated mixing, he is in a position to turn his face to the wall and present a cold, discouraging shoulder to glad cries for the molassesade drink.

There was a horrible story whispered about of the distilling company that spent many, many dollars on a new patented cap to distinguish its bottle. No one thought to ask the bartender whether it might slow down his work to use it. It was only when sales dropped that they inquired of the bartender, the man who handles the bottle, and found that it was so inconvenient to use that he reached around the specially capped bottle when he was in a rush. That mistake is not being made this time.

The bartender's sentimental capabilities are being worked like a vein of gold for this drive. The plight of the over-crowded Island, the very real need to take up some of the manpower that has been migrating to New York City. These problems have won sympathetic attention from the union officials.

The bartender for the cocktail party summed it up as he tossed a neat drink. "I been there myself. And you know bartenders have heard all kinds of hard luck stories. But once the boys meet the people down there, there won't be nothing they won't do for them!"

Thompson Products, Inc.

SERVES THE WORLD OF MOTORS

"Without the service of AIRFREIGHT, Thompson Products and its subsidiaries would be handicapped in getting their job done," writes L. C. Schmetzer, General Traffic Manager, Thompson Products, Inc., Cleveland, Ohio.

When any of Thompson's many original equipment customers or over 4,000 wholesalers need automotive, aircraft or marine parts "rush", Thompson Products, Inc. speeds them by air for Overnight Delivery service.

Fast and dependable Overnight Delivery via Capital AIRFREIGHT can mean an extra profit potential to your business by making smaller inventories more profitable through quicker turnover . . . by cutting expensive warehousing costs . . . permitting closer stock control . . . and by offering customers better service quicker!

For complete details, call or write your local Capital AIRFREIGHT representative . . . no obligation, of course!



OVERNIGHT DELIVERY

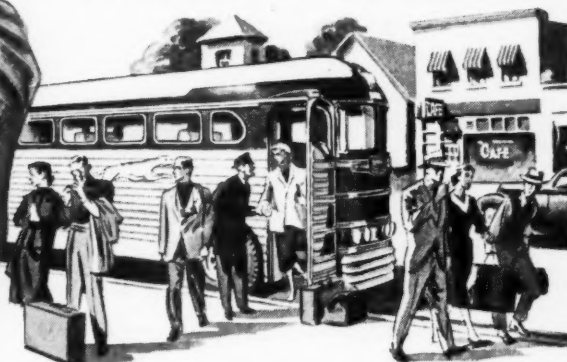
Capital

AIRLINES

"Sure, I cut travel expense ... *WHAT'S MORE...*

I Save TIME

GOING GREYHOUND!"



It's no secret that Greyhound offers much the lowest mileage cost on business trips. But many thousands of commercial travelers are discovering something else just as important about Greyhound.

This nationwide system saves **TIME** on a surprisingly large percentage of trips... very often gets salesmen where they are going hours sooner than any other kind of public transportation.

Certainly this is not due to high speed per mile. (Greyhound's expert drivers, following rigid traffic rules, have given this bus system one of the world's best safety records.) It's because of Greyhound's flexible method of operation, and because of certain facts unique in highway travel, that Greyhound so often *gets you there first*—relaxed and ready for work. Here are four reasons why:



FAR MORE FREQUENT SCHEDULES enable you to start almost any trip at a time most convenient for business plans—thereby arriving at your destination in better time. This schedule frequency also enables you to make several selling stops in one day.

Relax with **GREYHOUND**



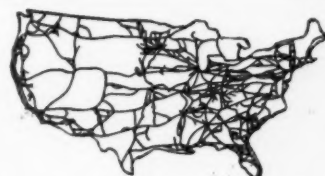
A Lot More Travel for a Lot Less Money



STATIONS ARE RIGHT DOWNTOWN and at convenient suburban locations. You're at the heart of the business district when you arrive by Greyhound, and you can make the Greyhound terminal headquarters for many calls.



GOING DIRECT TO DESTINATION by Greyhound, you save hours that are frequently lost in changing from one transportation company to another. Greyhound gives direct service to more cities and towns than are reached by any other travel system.



PROMPT SERVICE OVER SHORT ROUTES often results in Greyhound making much the best running time between cities, towns and communities. You rarely follow circuitous routes when you go Greyhound. *Try it, and see!*

the reviewing stand



It's their Sunday best

When kids get starched up on their Sunday reading habits, it turns out that Parade does very nicely, thank you. Starch surveys show that with youngsters, 17 and under, Parade runs neck and neck with the best of the comics. Here are the latest Starch figures on *youth* readers per 100 copies: Parade, 30.1; comic group A, 31.0; comic group B, 27.8. Among adults, as you well know, Parade tops all other leading national magazines.



A Short Tale about a Shirt Tail

Recently we ran a squib in our "Parade of Progress" column about the Dickey Dout Blouse Anchor—a new gadget designed to keep blouses and shirts from riding up. This brief mention brought 1304 inquiries from

readers, and stores all over the country wrote in to get it. Said the company's president: "There is no doubt that the drawing power of Parade is tremendous. It has given us a wonderful send-off!"



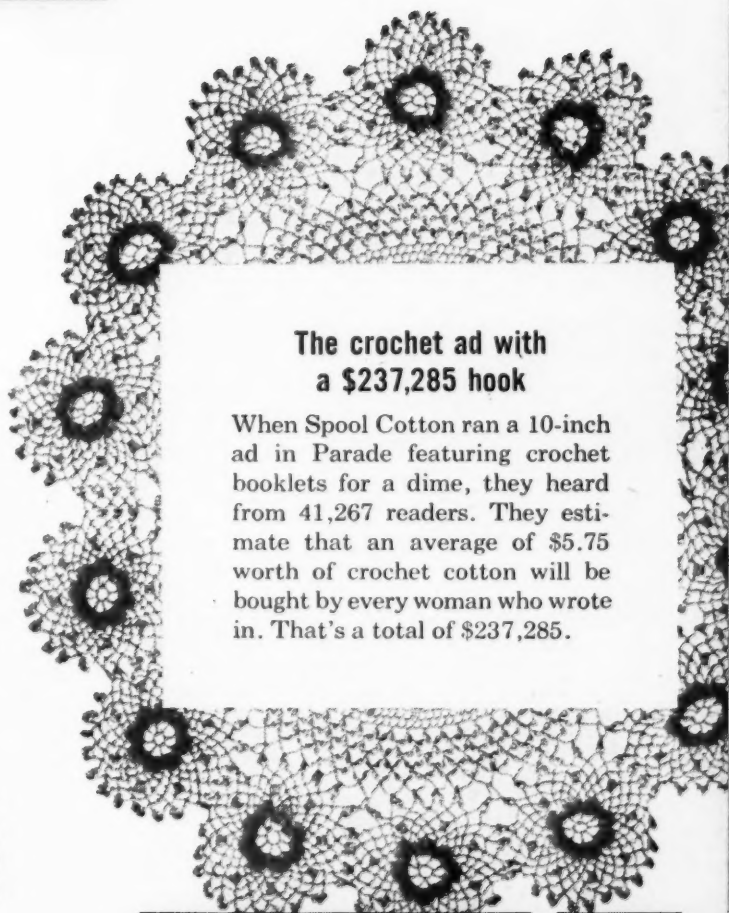
Looks like we're all alone up here

If you don't have the facts, it's high time you did. If you look up the advertising lineage gains for '48 you'll have to look *way* up to find Parade. In the syndicated Sunday Magazine field, we soared sky high above the others. Here's the way the altimeter reads: Parade, up 50.8%; This Week, up 2.27%; American Weekly, down 0.95%. What's more, things look even more stratospheric for 1949. During the first quarter, we climbed even higher with a healthy lineage gain of 47.5%. Why not come along with us?



How many dollars in an inch?

A dealer in rare U. S. coins ran a one-inch ad in Parade offering a coin booklet. Response—in the company's own words—"It's terrific!" This firm coined no less than 2500 potential customers! That's real proof that—give us an inch and we'll take you miles.



The crochet ad with a \$237,285 hook

When Spool Cotton ran a 10-inch ad in Parade featuring crochet booklets for a dime, they heard from 41,267 readers. They estimate that an average of \$5.75 worth of crochet cotton will be bought by every woman who wrote in. That's a total of \$237,285.

You ought to be in pictures... in

parade

"The Louisiana Purchase"

166,470 more Radio Homes now in our primary area!

Power jumps ten times! Radio Homes jump from 59,990 to 226,460!

Everything's up but the rates—in "The Louisiana Purchase." Same rates — 400% more Radio Homes.

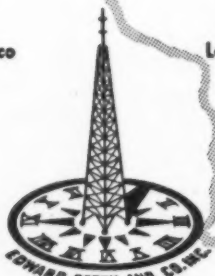
And for the first time these additional 166,470 Radio Homes have full, primary NBC daytime programming.

Figure it any way — the new, powerful KTBS is the best radio buy. Truly—more than ever—"The Louisiana Purchase!"

SHREVEPORT

New York
Detroit
San Francisco
Boston

Chicago
St. Louis
Los Angeles
Atlanta



National Representatives

5,000 WATTS AT NIGHT

KTBS

A BETTER BUY THAN
EVER BEFORE

NOW

710

KILOCYCLES

10,000

WATTS

KTBS

RADIO CENTER SHREVEPORT

AT THESE PRICES CHOICE AVAILABILITIES
CAN'T LAST LONG! WRITE OR CALL TODAY!

NBC-TQN AFFILIATE

NEWS REEL



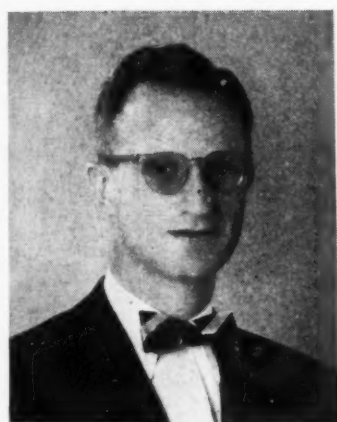
SHERMAN JENNEY

Sales manager of Region I, comprising the North-eastern States, for Brown-Forman Distillers Corp., he has been elected a vice-president of the company.



ALBERT F. KORF

Newly appointed sales manager of the L. G. S. Spring Clutch Corp., a division of the Curtiss-Wright Corp., was formerly with Allis-Chalmers.



C. EARL LUTZ

Formerly with Red Jacket Mfg. Co., he has joined The Dayton Pump & Mfg. Co., Dayton, O., as sales manager of the Water System and Softener Division.



CLYDE S. FULLERTON

Appointed system general sales manager for Trans World Airline in further step to consolidate the line's domestic and international sales departments.



GEORGE W. MALCOMSON

Appointed to serve as director of a national used vehicle merchandising department which has been set up by the Dodge Division of the Chrysler Corp.



W. BAYARD MCCOY

Promoted from promotion manager to sales manager of the Rochester Division of the Stecher-Traung Lithograph Corp., succeeding F. C. Herzog, retired.



J. W. CRAWFORD

Named manager of the newly created Distributor Sales Division of the Firth Sterling Steel & Carbide Corp., which is expanding distributor sales.



MILAN BOEX

Director of the Sales Department for 12 of his 25 years with Northern Paper Mills, he has been elected president and general manager of the company.

Power...
+ programming
+ promotion
+ public acceptance
= POPULARITY!



WGAR

power... 50,000 watts... power to deliver the strongest signal of any Cleveland station in Cleveland, in Akron and in Canton... power to cover a six billion dollar market area.

programming... a balance of top CBS shows, local WGAR-created programs and public service features that has more Clevelanders listening to WGAR than any other station. (Fall-Winter '48-'49 Hooper Survey.)

promotion... WGAR's promotion wins awards. (CCNY award for 1949.)

public acceptance... makes WGAR the station with more than three million friends in northeastern Ohio... truly "Cleveland's Friendly Station".

popularity... the result of a wide-awake radio station operation... the kind of radio service that helps bring people into stores to buy the products advertised on WGAR.

50,000 WATTS • Cleveland

Represented Nationally by Edward Petry & Co.

Whodunnit?



They dunnit!
That's who!
Leading national
advertisers have
successfully solved the
mystery of how to tie up
the men's market.

To name just a few:*

L. L. BEAN
BOND-WINCHESTER
BOTANY MILLS
PAUL BUNYAN
CALVERT DISTILLING CO.
DAVID COOK SPORTING GOODS
EDGEWORTH TOBACCO
EVEREADY
EVINRUDE
GILLETTE
GLOVER'S
HALIK COMPANY
HELIN TACKLE COMPANY
JAMISON BAIT & TACKLE
JOHNSON OUTBOARDS
LIONEL CORP.
MILLSITE TACKLE CO.
PM WHISKEY
PFLUEGER REELS
PRESTONE
SOUTH BEND BAITS
TUMS
VASELINE HAIR TONIC
WARNER BROS. ("ROPE")
WESTERN AUTO STORES

These advertisers recognize the importance of
selling *directly* to men in male interest magazines
that men read virtually cover-to-cover.

Your advertising in Dell Men's Group—Inside
Detective and Front Page Detective—can reach
2,000,000 such men—above-average prospects and
above-average readers—at a cost surprisingly low.

DELL MEN'S GROUP

INSIDE DETECTIVE • FRONT PAGE DETECTIVE
THE DIRECT MALE MARKET

*206 New Advertisers in 1948
More Than 70 in First Four Months
of 1949

Farm-dominated **MARKET...**



...one of the Big 10 CAPPER'S FARMER ADVANTAGES!

Sell Mid-America without selling the farmer? Might as well try to sell Detroit without its auto workers, Pittsburgh without its steel men.

In these fifteen states, the farmer is king! When he comes to town, windows are dressed to catch *his* eye. Dealers are out to sell him, his family. They *must* reach him. For without the farmer, mass sales are impossible.

That's why dealers are so strong for *Capper's Farmer*. They *know* it reaches the leading farm families...they've said so time and again. And no wonder—*Capper's Farmer* concentrates 92% of its circulation in farm-dominated Mid-America!

Yet this unequalled concentration is *only* one of the BIG 10 *Capper's Farmer* advantages...

CAPPER'S FARMER'S BIG TEN

1. Largest rural publisher in America.
2. Richest farm market in the world.
3. Best coverage buy.
4. Quality circulation.
5. No mass small-town circulation.
6. Farm-tested editorial material.
7. Reader confidence.
8. Merchandised editorial content.
9. Market dominated by farmers.
10. Most quoted farm magazine.

No other farm magazine has them all... not one!

only Capper's Farmer

Topeka, Kansas

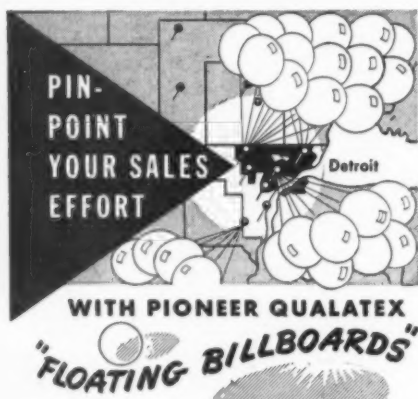


The Industry's Salesman-----

**Mightiest Sales Force
Man or Magazine
in the Building Products Field**

Makes half-a-million sales calls per year on your primary sales outlets—more than any other dealer publication.

**American Lumberman
& Building Products Merchandiser**
139 N. CLARK ST., CHICAGO 2



Take a state—a county—a neighborhood block!—you've got pin-point concentration for your sales effort when you use Qualatex "Floating Billboards". Guaranteed readership for every unit you use—quick, sharp buying response.

Use Pioneer Qualatex Floating Billboards to pin-point your sales story—boost your profits! There's a size and type for your advertising budget. Write our Ad-Service Department today for samples, prices, full data. The Pioneer Rubber Company, 109 Tiffin Road, Willard, Ohio.



BY T. HARRY THOMPSON

One of the few dates I can remember, besides Christmas and the Fourth of July, is the birthday of the Dionne Quints. It's the 28th of this month. (Heh-heh!)

The obvious intent of the Atlantic Pact is a pacific impact.

"Dentist Seizes Unpaid-For Teeth."—Headline. That's one way of putting the bite on the patient.

Suggested headline for an ad in *Country Gentleman* for Ecco Flint Vanadium Knives: "The farmer takes a knife."

Small World Dep't: Martin Olsen postcards: "Hi, Harry! Sat next to Ralph Keller, of Minneapolis Editorial Association at ad club Wednesday. He told me: 'I had to go to Guatemala to read an item about you in SALES MANAGEMENT Magazine.' This guy was on a recent vacation, and only magazine he found in hotel was SM."

NIT—"What kind of bugs do you hate the most?"

WIT—"I'm impartial. In fact, non-insectarian."

Television is apt to get a fellow behind in his reading, so I'm late in reporting on an interesting article in *The American Magazine*, in which Blanche Saunders told how to pick a dog. Study your own personality, and then try to find your canine counterpart, was her angle. According to the chart the *American* sent me, I'm the spaniel type.

"Confused Taxpayer Sends in All He Earned."—Headline. What makes you think he's confused?

C. W. Simpson, advertising and sales-promotion manager of Art Metal Construction, senses an obsequious trend on the part of non-union or amateur advertising men, who begin a letter: "It has been our pleasure to . . ." Well, C. W., it's time someone showed a little courtesy in his business dealings.

Rubber-stamped on an ominous-looking envelope was: "Please Cancel All Advertising." It meant just that. Beginning with the April 28 issue of *Young America Magazine*, that publication became an all-editorial book, without ads. Reason: The longstanding controversy surrounding the use of advertising material in the classroom.

HEADLINE PARADE

Here we swing our gait wide open.—*Buick*.

Sweet Chariot!—*Nash*.

The root of all evil (and how to get more of it!)—*American Mutual*.

Think about this some time . . . 14 stories up.—*Grinnell Sprinklers*.

A new Childs is born!—*Childs Restaurants*.

Austerity v. Beneluxury.—*Caption in "Time"*.

You've nothing to lose but your whiskers!—*Schick Electric*.

The sudorific Summer is still ahead of us, of course, but I have a hunch that Dial Soap is going to put a dip into the sales-curves of Mum, Deodo, Hush, Arrid, Fresh, Amolin, Odorono, and the other best-smellers. Nice, restrained advertising Armour & Co. is putting behind it, too.

Firestone's Americana program (NBC-TV, Tuesday nights) used my name and address, but someone else's questions! Some other guy must have been puzzled by it, also.

The same week, *Reader's Digest* sent a check drawn to my order in the amount of \$10 for an item which had appeared here. But sent it to a house-organ called "The Scratchpad," which kindly forwarded it to me. Since I had quoted something from a sales-bulletin, I sent the check in turn to the editor of that sheet. He sent it back! A week for mix-ups, it seems.

Somebody should tell the newspaper headline-writers that the plural of *million* is *millions*, when used as a noun.



concentrated

POWER

with First 3's
SUNDAY PUNCH

Give your advertising **CONCENTRATED POWER** in the *Important Industrial North and East*. With **FIRST 3 MARKETS GROUP** you get the greatest coverage offered by any single medium in each of the first 3 markets of the country. Finest rotogravure and colorgravure reproduction assuring maximum package and product identification.

the group
with the
**Sunday
Punch**



New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043.
San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, MICHigan 0578

MAY 20, 1949

Products

~~PEOPLE~~ are known by the company they keep



Yes, products are also known by the company they keep. It's NBC, No Better Company, when you buy WMC in the more than \$2,400,000,000* Memphis market. Since 1923, "the station most people listen to most" in Memphis and the Mid-South has been first choice with the Nation's leading advertisers.

*Sales Management, 1948

WMC

NBC • 5000 Watts • 790

WMCF
WMCT

50 KW Simultaneously Duplicating AM Schedule
First TV Station in Memphis and the Mid-South

National Representatives • The Branham Company
Owned and Operated by The Commercial Appeal

My doctor tells me about a young man being psyched for a job with a big company. The aptituder said: "What would happen if I should cut off one of your ears?" "I couldn't hear," said the applicant. "That's right. Now suppose I should cut off both your ears?" "I couldn't see." "And why couldn't you see?" "Because my hat would slip down over my eyes." Silly?

A military expert recommends putting a Radar Ring around the continental United States. Sounds to me like another Chinese Wall or another Maginot Line. If and when an enemy lets us have an atom bomb, it probably won't come by air at all. It will be left in a suitcase at the Washington Airport, Grand Central Station, or a Hamburger Haven in Fort Knox.

Who would cut a "life-line?" Well, it seems that *Life* will cut its line-rate by 3% commencing July 4.

I hear that Michael's Mixevan, long known in the ice-cream trade as "America's Favorite," is also doing some invading . . . of the baking field. This powdered vanilla flavoring, you might say, "takes the cake" . . . and makes it better!

A fellow ex-Ayerdale postcards to ask if we can use his headline for the Atomic Sweeper . . . "Guided Bissell."

Since giving *Life* a plug a few paragraphs back, something tells me that I have been cut off the free list. Well, I can read it at the barber's. I could even subscribe.

While in the publication-field, it is worth noting that the April issue of *Country Gent* beat all previous records by 22 columns of advertising. If that looks like a depression, I'll buy it.

Switch on a simile: As alike as two P's in a type-case.

Every Spring at magnolia time, I try to buy a color-film for my Simplex-Pockette movie-camera. Last year, I cased 16 stores and couldn't buy a single film. What good is a movie-camera without film? No coaching, please!

"Nothing is more disturbing than the upsetting of a preconceived idea."
—Joseph Conrad.

SALES MANAGEMENT

ONLY
THE
LEADER
CAN BE

First!

Michigan's Greatest Advertising Medium

Call or write
your nearest
PETRY office

WJR

CBS

50,000 WATTS

FREE SPEECH MIKE



THE GOODWILL STATION, INC.—Fisher Bldg., Detroit

G. A. RICHARDS
Chairman of the Board

FRANK E. MULLEN
President

HARRY WISMER
Asst. to the Pres.

WHAT YOU SHOULD KNOW ABOUT THE

hottest new

The TRUE STORY

Recently full-page advertisements in the newspapers announced the important merger of TRUE STORY and MACFADDEN WOMEN'S GROUP into America's largest magazine package—built to help you sell America's largest market—the Wage Earner.

Here's a round-up of the conversation which the announcement prompted, along with our answers!

Q. *Can I continue to buy TRUE STORY or MACFADDEN WOMEN'S GROUP individually?*

A. Certainly. In fact, you may form any and all combinations within the Group of six magazines, at specific discounts according to the number of magazines used and the frequency of use. One order is sufficient for "all or any part".



Q. *What do I save when I buy the whole package?*

A. Black and white savings range up to \$900 a page over the former rates, and color savings are as high as \$2,100 a page.



Q. *How do these new combination rates work out competitively?*

A. Roughly, and using black and white rates as an example, a page costs about a dollar a thousand less than the weeklies ($1/3$ less); about 75 cents less than women's service magazines ($3/8$ less); and about 50 cents less than the fiction monthlies ($1/4$ less).



Q. *When do these advantages become available?*

A. With the October, 1949, issue. A TRUE STORY Women's Group representative will call on your media department to explain any rate savings available on your present schedules.



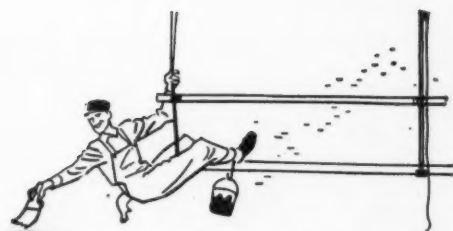
Q. *How about audience?*

A. For the Magazine Audience Group, Stewart Dougall & Associates has just concluded the first of a series of audience measurements for us. Its report reveals that:

1. 31% of the families in a representative major market read one or more of the magazines.
2. 65% of these TSWG families are Wage Earners.

selling force **IN THE BUSINESS**

Women's Group



3. 43% of all the women 15 to 30 years of age, and 28% of all the women over 15, read one or more of the magazines in this package.

4. Approximately 147 families are reached for every 100 copies sold—with the average family receiving two impressions per issue.



Q. Is this merger an "economy move" for Macfadden?

A. No. On the contrary, it's an *expensive* and *extensive* expansion program. Lower rates and discounts to present advertisers alone (already spending some \$8,000,000 in these magazines) plus a greatly expanded research program, new advertiser services, and adequate promotion and representation, will require an investment of several hundred thousand dollars. We're investing this kind of money because we believe American business needs and will use this kind of dominant coverage of Wage Earner families at less cost. And the current strong position of Macfadden Publications makes the investment possible.



Q. What's the circulation picture?

A. Here are the facts. In spite of cover-price increases on 3 of the magazines which affect one half the circulation, February and March sales are running 6% ahead of last year! TRUE STORY closed 1948 with a 12% newsstand gain... the *only* gain among the top 10 newsstand sellers! MACFADDEN WOMEN'S GROUP gained 6% and at the time of the merger was leading the Women's Group field.



You may have other questions, or want more information. Representatives in our offices in New York, Boston, Chicago, San Francisco, and Los Angeles are ready (need we say, willing?) and prepared to give you every detail. In other cities, wire, write, or telephone James L. Mitchell, Advertising Director, The TRUE STORY Women's Group, 205 East 42nd St., New York 17, N. Y., (LExington 2-9050).

America's largest magazine package

5,250,000

GUARANTEED

built to help you sell America's largest market
—the Wage Earner

CHAMPIONS IN BUSINESS CHOOSE



FOR QUALITY PRINTING, LABELING AND PACKAGING

Ask the men who buy paper for America's business and industrial leaders—the production managers, advertising executives and purchasing agents. Ask them why they prefer—and specify—Champion papers for fine printing, for distinctive labeling and packaging.

Paper experts will give you reasons a-plenty. But most important, they'll tell you, is Champion's unvarying fine quality. Fine quality, you'll learn, is the basis for Champion's reputation—the reputation that leads America to buy 2,500,000 pounds of its paper every day. The Champion Paper and Fibre Company, Hamilton, Ohio.

Mills at Hamilton, Ohio; Canton, North Carolina and Houston, Texas
District sales offices: New York • Chicago • Philadelphia
Detroit • St. Louis • Cincinnati • Atlanta • San Francisco

THERE'S A

Champion

PAPER FOR EVERY
PRINTING NEED



KROMEKOTE

For excellent reproduction with catalog covers, post cards and inserts, or for packaging and labeling quality products, this cast coated stock is ideal.



SATIN REFOLD ENAMEL

Meets every requirement for quality publication and advertising printing—thanks to top-grade enamel coating, folding strength and its receptivity to ink.



WEDGWOOD OFFSET

Superior in color, finish, and printability, this paper is unexcelled for fine lithography. It is available in a wide variety of weights, sizes and special finishes.



ARIEL COVER

Particularly effective for catalog covers, cards and displays. Available in white and eight colors, and in various weights, sizes and special finishes.

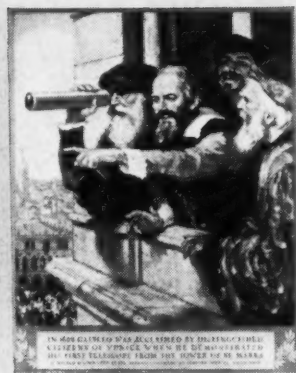


SPECIALTY PAPERS

Champion's specialties include bonds, business papers, envelope, post card and papereries . . . all excellent reasons for you to specify Champion.

WHATEVER YOUR PAPER PROBLEM . . .

It's a Challenge to Champion!



"A good display never dies..."

EINSON-FREEMAN Co., INC.

Starr & Borden Aves.

Long Island City 1, N. Y.

Gentlemen:

What is the average life of a lithographed display? Two or three weeks? We have some that have been in service FOR 17 YEARS. And they're still going strong.

In 1931 you produced for us our first series of six pictures, depicting high spots in optical history. They faithfully followed the original oil paintings in color and texture. The only "commercial" was our copy-right line.

These pictures were an immediate hit. The ophthalmic professions (ophthalmologists, optometrists, opticians) wanted them for their walls and windows. Science teachers were quick to recognize their value as a teaching aid. They appreciated the

permanent frames we provided.

Recognizing a long potential life and sustained demand, we ordered enough to last several years. When our original supply was exhausted, we issued a second series, in 1937. And now you have just completed our third run—a reprint of the most popular subjects.

Over the years, we have regarded these pictures as sound institutional advertising. They have established a pattern which has been widely imitated. They have earned for us boundless good will.

It seems appropriate, at this time, to express our deep appreciation to you and your organization for your splendid help and expert workmanship in the development of this idea.

Cordially yours,

M. C. Williamson

BAUSCH & LOMB OPTICAL CO.

Einson-Freeman Co., Inc.

How good can you get lithographers

STARR AND BORDEN AVENUES, LONG ISLAND CITY 1, N. Y.



GET BETTER SELLING in a Competitive Market

The Things People Want vividly shows how to sell by demonstrating fundamentals of salesmanship. It's a basic sales training sound motion picture . . . about people who buy and people who sell . . . as applied to any business. For rent or sale.

Also available complete, low cost Jam Handy packaged ready-to-use visual sales training programs . . . sound slide-films, motion pictures, meeting guide manuals.

Write today for details and new preview plan. No obligation.

JACK C. COFFEY CO.
205 W. WACKER DRIVE CHICAGO 6, ILLINOIS
Telephone RAndolph 6-7100

ADVERTISEMENT

Named by Pal Blade



Paul Christian who has been appointed director of sales and advertising of the Pal Blade Company Inc. Mr. Christian reads *The Wall Street Journal* regularly. He is among the 37,802 sales and advertising executives on the American business front (of a total audience of 223,641 business leaders) who consider America's only national business daily "must reading" for important up-to-the-minute news. That is the reason so many advertisers choose *The Wall Street Journal*—and why, if you advertise to business, *The Wall Street Journal* should head your list.

WASHINGTON BULLETIN BOARD

ADMINISTRATION

► It's always interesting to watch the process by which a big institution reverses a policy. The Administration is doing that now. It's on Fighting Inflation, which had been a main point in the campaign and in the State of the Union speech, but which no longer seems urgent.

Naturally, the White House doesn't simply announce, "The battle against inflation has been abandoned." But each agency, which in its own field must stay close to current trends, does abandon the fight as there's less to fight about. This is not the result of White House direction; it's merely the way things work.

Thus, Commerce whittles away its export curbs and pays less attention to allocating materials. Its economic literature reports various declines in business. Labor Department reports unemployment as it takes place and the moderate reductions in cost-of-living. The Reserve Board relaxes Regulation W, gives the banks more power to lend.

All this leaves the Administration officially Fighting Inflation, while the agencies bit by bit and in their separate ways publish and behave as if the inflation had long ended.

This could constitute the entire technique for about-facing, but for one thing: There is an Economic Council to report economic trends. Being new, it gets a lot of publicity. Its next report will appear in July. At that time the official end of the inflation should come. Nothing in the Government schedule calls for ending it earlier.

CONGRESS

► The ostensible reason Congress substituted a moratorium on basing-point prosecutions for the Johnson Act, which permanently stops them, was a case before the Supreme Court: Rigid Steel. Anti-Trust Chief Bergman pointed out to the committee that the Supreme Court had the opportunity to reverse, or at least isolate, the Cement decision, which had created all the trouble.

The Rigid Steel decision was a four-four split, upholding the Circuit Court's ban. This rule, as it stands, is much stricter than that of Cement.

Without evidence of conspiracy, freight absorption is prohibited if it results in similar prices by competitors. But this will not result in permanent legislation during the present session. The most that will come from Congress still will be the moratorium.

Actually, leaders were leary of doing too much. They were afraid that the Johnson bill contained some secrets, an idea that FTC officials helped to encourage. Moreover, they were not satisfied with the record built up by Capehart's hearings. There was too much similar testimony by businessmen saying that the FTC rule would destroy them, not enough discussion of the intricacies of the law. Capehart said many times that he could not help himself; proponents of FOB pricing had refused to testify before his committee.

Meanwhile, the Senate Judiciary Committee intends to watch the situation until next year. Then it can frame a permanent bill.

► At long last Senator Maybank's Banking Committee has the money to investigate price-spreads between what the farmer gets and what the consumer pays.

If you look at Agriculture Department's tables, the spreads are high indeed—even though the farmers' share is much higher than it used to be.

Processors, especially distributors, will be called on to defend, explain and justify their part of the take.

► The House Ways and Means Committee has taken another look at the Gearhart amendment to Social Security, which excludes commission salesmen. Whether they will be covered again cannot yet be forecast. Among bits of testimony:

1. Although present salesmen were to be retained on the Social Security rolls, they lose Social Security status if they move into another state. Salesmen are indignant.

2. Coverage, specified by law, has been asked for agent-drivers.

3. The status of casual, freelance commission men worries companies that market through them.

► Congress will have a bill this session to free some of the Government's buying from red-tape, such as solicit-



"How does the Los Angeles market stand these days, Bill?"

If you're digging for facts about America's third largest market, Bill Bowden, Los Angeles Times Research Director, will be glad to hear from you. Valuable studies are available including the Home Audit of buying habits, population figures, sales analyses, lots more. Drop Bill a note. After getting the market story, maybe you can coax him into revealing that the Los Angeles Times has the largest home-delivered circulation in the West.

LOS ANGELES ***TIMES***

REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO



Your salesmen can't park on every prospect's doorstep every day in the week. What then happens when the decision to buy your type of product comes up? Do prospective buyers immediately have all the information they need to give your product favorable consideration?

They do if your catalog is filed in Sweet's. In Sweet's File your catalog is a "resident salesman." It is kept constantly at the fingertips of your most important prospects—the organizations and individuals who represent the bulk of buying power in your market. Sweet's hand-picked distribution guarantees that. As a result, your catalog is used by more of the right men, right at the time they are ready to buy. Yet, the cost to you for catalog preparation, printing, distribution and filing, averages less than 2¢ per page.

Wouldn't you like to have a Sweet's man give you the complete story?

Sweet's

CATALOG SERVICE

Puts your catalog into the buyer's hands when he's ready to buy

119 WEST 40th STREET, NEW YORK 18, N. Y.

ing bids. The bill will make civilian buying more like military buying.

Meanwhile, the Committee on Executive Expenditures approved a bill to put the Bureau of Federal Supply, War Assets Administration, inventory control work, records management, etc., into a new single agency. Usually, after such reorganization, everything remains as it had been before: People do the same things but are listed on a different payroll.

COMMERCE

► Here are notes from the Enumerators Manual in the Census of Business.

Advertising agencies' receipts include revenues for services plus fees and commissions in placing ads and, of course, exclude reimbursement for buying space, radio talent, etc.

Apparel store breakdown is pretty fine; "men's and boys' shoes" or "women's shoes" in preference to just "shoe store."

Coin machine industry will have separate figures on those renting and maintaining machines for other concerns, retailers who mainly sell by use of slot machines, amusement places, concerns that mainly service coin machines, self-service laundries.

Mail Order count excludes retail stores of mail order houses.

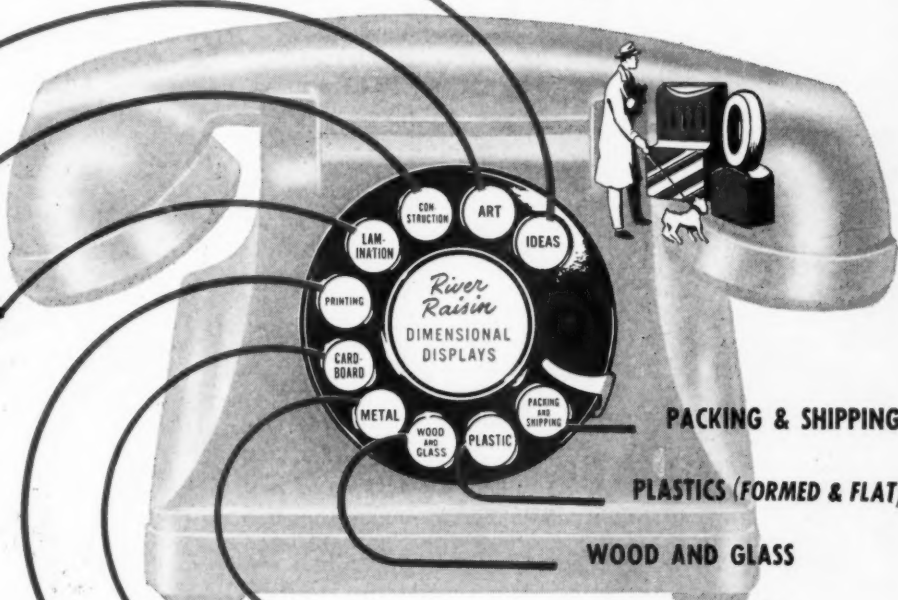
► In its current sample count of employment, the Bureau of the Census is trying to get some figures on people just on the fringe—not looking for work but ready to take it if it is offered. Also it is trying to find out when and where and how people decide that they are or aren't looking for jobs.

► Commerce Department has published a 93-page book giving up-to-date information on shipping samples and advertising material to Latin America. It covers such questions as whether the material is subject to duty, document requirements, methods of shipment, etc. Title: "Shipment of Samples and Advertising Matter Abroad." The book sells for \$1.25 a copy and may be purchased from the Superintendent of Documents.

► The Commerce Department's 75-page book, "Developing and Selling New Products" is about to appear in print. It will sell for 25 cents. Among subjects taken up: locating ideas for new products; selecting new products; readying the market through consumer surveys, etc. About 100 sales managers were consulted by the authors.

ONE CALL

for ALL



PACKING & SHIPPING

PLASTICS (FORMED & FLAT)

WOOD AND GLASS

ALL KINDS OF METAL

DURABLE CARDBOARD

QUALITY PRINTING

LAMINATION EQUIPMENT

CONSTRUCTION TECHNICIANS

STAFF OF VERSATILE ARTISTS

CREATIVE STAFF FOR IDEAS



River Raisin is equipped to supply all of your display requirements. A new and different service . . . as convenient as your telephone. Our Creative Staff supplies the basic idea . . . our Production Experts produce the finished display in our fully equipped Monroe, Michigan plant. You can expect economies because River Raisin is one of the country's largest manufacturers of corrugated and fibre board. The next time you want dimensional displays that produce immediate action call for our **ONE CALL FOR ALL** service.

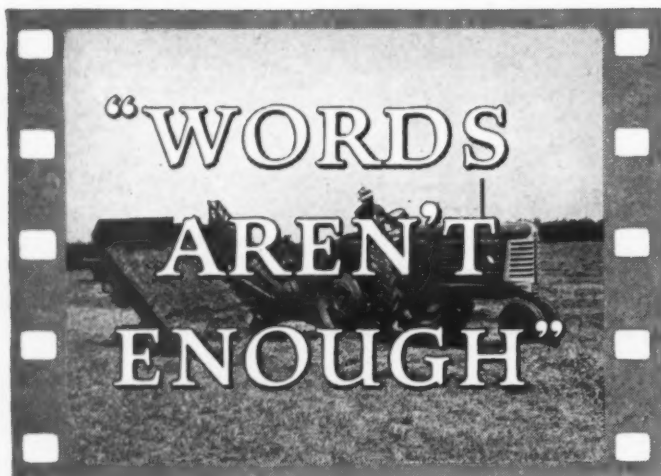
RIVER RAISIN PAPER COMPANY

DISPLAY DIVISION • MONROE, MICHIGAN

CORRUGATED AND SOLID FIBRE SHIPPING CONTAINERS • PACKING MATERIALS • FIBRE BOARDS • CORRUGATING STRAW • SILICATE OF SODA

Oliver Corporation Renews Spot Movie Campaign After First-Year Test

Advertising Agency: The Buchen Company



THE OLIVER CORPORATION, famous century-old manufacturer of farm machinery, selected Spot Movie ads in theatres as an important element of its 1948 advertising campaign.

Spot Movies demonstrated Oliver's new tractors and implements on the theatre screen, appealing simultaneously to the eyes and ears of farmers. Oliver has selected only theatres in dealer trade areas.

So successful were the results of Oliver's initial use of theatre screen advertising that the Oliver Corporation has just renewed its Spot Movie contracts through the company's advertising agency, The Buchen Company, Chicago.

If you are interested in giving a sales boost to *your* product or service, get all the facts about Spot Movie Ads in theatres. Write or telephone The Movie Advertising Bureau office nearest you today.



NATIONAL OFFICES

NEW YORK 70 E. 45th St. Phone: MUrray Hill 6-3717	CHICAGO 333 N. Michigan Ave. Phone: ANdover 3-3022	NEW ORLEANS 1032 Carondelet St. Phone: Magnolia 4545
KANSAS CITY 2449 Charlotte St. Phone: Harrison 5840	CLEVELAND 400 Leader Bldg. Phone: Main 9333	SAN FRANCISCO 870 Market St. Phone: YUkon 6-6164

MEMBER COMPANIES

UNITED FILM SERVICE, INC. • MOTION PICTURE ADV. SERVICE CO., INC.

CHICAGO DAILY NEWS SETS NEW ALL-TIME HIGH IN CIRCULATION—

505,211

Average Net Paid

FOR THE 12 MONTHS ENDING MARCH 31, 1949

*I*N achieving this historical mark, the Daily News gives to its advertisers a greater HOME coverage of substantial families than ever. This Daily News HOME audience is, of itself, one of the major markets of America just as the Daily News is one of the nation's major advertising mediums.



CHICAGO DAILY NEWS

For 73 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

Offices in

NEW YORK

DETROIT

LOS ANGELES

MIAMI



Simon may have been simple, but the Pieman—a sage fellow—made sure that prospects had money to buy his wares.

If he were in business today the Pieman would be among the smart advertisers who sell the Best of New York first.

For New York is not only a vast market; it is many markets, good and poor. Here there are more people better able to buy than elsewhere. But there are also armies of New Yorkers who, eager to taste your wares, would have to reply "indeed I have not any" when it came to closing a sale.

This, then, is the answer to the riddle of New York: why great numbers ad-

dressed do not necessarily add up to great numbers of sales.

The Herald Tribune delivers people-with-pennies in *both* great geographical segments of New York—city and suburbs. They are people who not only buy a product time and again, but influence others to buy as well. They are at once your best customers and your best salesmen. They are the best of New York.*

**Example: Automobile manufacturers look to the best of any market for the bulk of their sales. Last year they placed more new car advertising in the Herald Tribune than in any other New York newspaper.*

*Get the BEST
...and the rest
comes easy....*

NEW YORK
Herald Tribune

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of *SALES MANAGEMENT* for the period ending May 20, 1949

NEEDED: A LITTLE SANITY

If we were giving a prize for the soundest remark of the fortnight, it would go to George H. Coppers, president of National Biscuit Co., who said:

"While 1949 may not measure up to last year statistically, I believe it will be a good year for all of us."

What so many of us lose track of is that, even though total sales doubtless will average lower during most of the remainder of the year as compared with 1948, the volume will still exceed pre-war by an enormous proportion.

As the International Statistical Bureau, Inc., points out, "It will be close to the 1946-47 total, which was exceedingly favorable. The present recession in general business does not indicate too drastic a decline in sales, and does not indicate a decline equal to that recorded in 1920-21 . . . profits should compare favorably with the pre-war average."

The quicker we realize that during the period 1946 to 1948 we were living in a paradise we had done nothing to deserve, the better off we will be. We simply have got to adjust ourselves to a slightly lower scale, and that goes for Government, business and individuals. The way some people are acting reminds me a lot of a chap I used to know who was in the \$25,000-a-year bracket and who lost his job because the company was sold to a larger competitor. Because of a variety of reasons—the times, his age, his health—he couldn't land another job at \$25,000; but he was so imbued with the fact that he was a \$25,000-a-year man that he muffed one opportunity after another to get jobs that would pay from \$15,000 to \$22,500. He passed the later years of his life making a career of mooching from his friends.

There seem to be quite a few heads of corporations who are running their businesses in about the same way that this man ran his private life.

Another food executive, Harry A. Bullis, Chairman of the Board of General Mills, made a lot of sense in his talk before the Chamber of Commerce Convention when he forecast a prosperous domestic economy for the next three years and called upon industry and Government to take positive steps to maintain it.

To paraphrase a song made popular this spring by Mary Martin in "South Pacific," "Let's Wash 1948 Right Outa Our Hair." We'll probably never see another like it, and the quicker we stop using 1948 for profit comparisons, the better we will be.

TODAY'S BIGGEST PROBLEM

James E. Jump and Associates have come up with some interesting replies from top management and sales executives on their current biggest problems. From a statistical point of view, the returns aren't large enough to justify precise percentage comparisons, but the responses can be

grouped under three heads. The biggest problems (checked from a list) are, in order, development of new markets, excessive selling costs, increasing the effectiveness of advertising, price and/or discount revisions. These items were checked by at least one-half of the respondents.

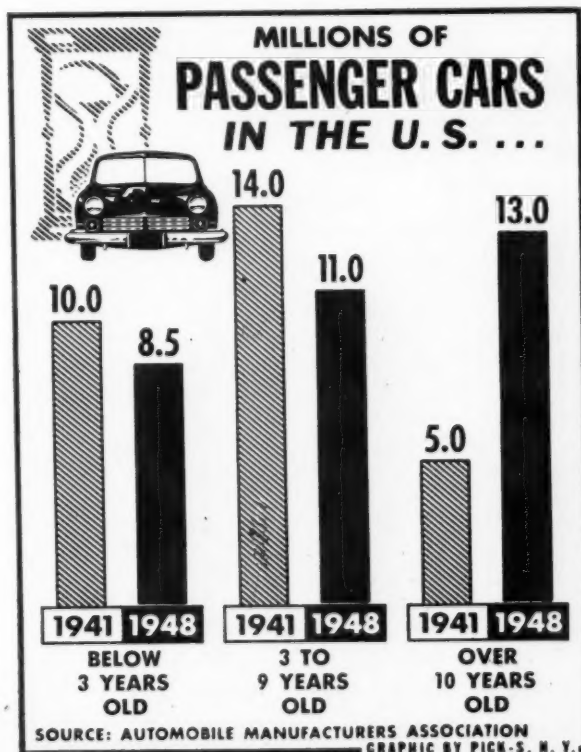
The fair-to-middling headaches include revising sales territories, quotas and/or compensation plans, forecasting and budgeting sales.

The not-so-bad headaches are establishing or revising sales controls, establishing a sales training program, broadening the product line, re-designing the product for maximum salability, and revision of sales contract terms.

At least one of the items in the "not-so-bad" category should in our opinion be raised to the top, and that is establishing a sales training program. From an analysis of our own editorial mail and the reports turned in by editors on their calls, we feel that a great many sales organizations are simply kidding themselves if they think that they now have a really good sales training program, or if they feel that it isn't so terribly important whether or not they have one.

ONE WORKER IN 28 A SALESMAN

Walter C. Ayers, a director of the Detroit Sales Executives Club and Executive Vice-President of Brooke, Smith, French & Dorrance, Inc., points out that in 1940 about 46,000,000 people were employed in the United States,



and included in this number were some 3,200,000 salesmen—one salesman to 14 workers in all other fields.

"But in 1948—in a sellers' market due to shortages—60,000,000 people were employed in the United States, of whom only 3,700,000 were salesmen. The increase in employment from 1940 to 1948 was 14,000,000 people, but, of these, only one in every 28 workers was a salesman!" He thinks that at least 6,000,000 salesmen (This includes, of course, retail trades.) will be required to do the job in a buyers' market, and we have only about 60% of that number now.

Along the same lines, *The Wall Street Journal* points out that according to placement agencies around the country, if a student is hunting a sales job, especially in manufacturing, he's on the right track. They quote one placement chief as saying, "Everybody wants salesmen—especially the insurance companies!"

PUBLIC MORE OPTIMISTIC THAN BUSINESSMEN

The current Wage Earner Forum conducted by Macfadden Publications shows that 8 out of 10 wage earners feel that they are as well or better off than they were five years ago and before "inflation." Half consider themselves better off; another third say they are as well off. Only 1 in 5 feels that he is worse off than in 1944.

By groups, the greatest optimism is to be found among young people in the 21-to-29-year age bracket, and in the South and Far West. The regional differences are rather striking. In the East, people have the crying-towel out, and only 42.3% of wage earners feel that they are better off than 5 years ago; other percentages are 49.9 in the Middle West, 51.4 in the Far West, 59.4 in the South.

FUTURE SALES RATINGS BAT .841

Computation of the batting average of accuracy of

SM's Future Sales Ratings reveals a record of which SM indeed is proud. This Department correctly forecast for the year 1948 a total of 80 industries out of the 95 which were rated. Batting average of accuracy thus is 84.1% for the year 1948—an outstanding tribute to the combined prophetic abilities of the industrial experts who decide these ratings under the supervision of Peter B. B. Andrews, former industrial economic advisor, U. S. Government. It is interesting that the trend of accuracy is rising impressively, having advanced from the pre-war computation of 77.0% batting average of accuracy. Moreover, Future Sales Ratings' over-all business forecast for 1948 was virtually a bull's-eye, since a 5% to 10% increase in retail sales was forecast, and the actual increase was 9%.

SIGNIFICANT SHORTS

The Importance of Unit Sales: J. C. Aspley points out that business activity indexes usually are based upon dollar sales, and that reduced dollars today may not necessarily mean a reduction in units. Actually, the same volume of goods might be sold, but the lower prices would conceal that fact in business index. "When prices were jumping during the materials shortage, some sales managers strained their arms patting themselves on the back for record sales. Now the pendulum is swinging the other way. They might find it difficult to convince the front office that the drop in dollar sales is not lack of sales effort."

Growth in Color Advertising: The Magazine Advertising Bureau, after analyzing 1948 records, finds that one of every two pages, practically (45.9%) of magazine advertising space used color, and this proportion was the greatest of any year in history. In 1939, for example, only 18.6% was in four-color, and 11.2% in two-color. In the same period from 1939 to 1948, the number of lines of color advertising grew to almost three times what it had been—from 5,745,900 lines to 14,890,400 lines; black and white advertising in the same period increased from 13,532,400 to 17,560,300.

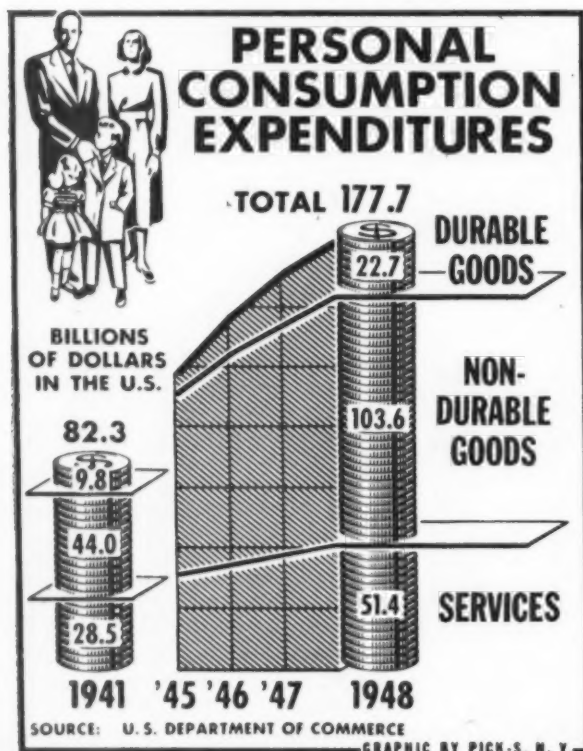
The Changing Retail Structure: Readers interested in retailing costs (and it's important to most manufacturers because retail costs have a bearing on discount policies) should write to Alderson & Sessions, Inc., the marketing and management counsel people at 1905 Walnut Street, Philadelphia, Pa., for a copy of their valuable analysis, "Changing Structure of the Cost of Retailing."

Reading by Farm Women: The *Country Gentleman* had Crossley, Inc., make a survey among its women readers to find what was read in addition to that national farm magazine. The findings show that 63.6% of these women read none of the four leading women's magazines, 75.6% of them read none of the three largest weekly magazines, and 51.4% read none of the three leading newspaper supplements.

26 Ways to Close a Sale: The Carr Speirs Corp. of Stamford, Conn., has issued the first of a series of booklets on tested selling methods. The first one, "26 Tested Ways for Closing a Sale," contains no magic formulas, but a concise digest of methods which have been proven successful by thousands of salesmen. Mr. Speirs will be pleased to send you a complimentary copy.

PHILIP SALISBURY
Editor

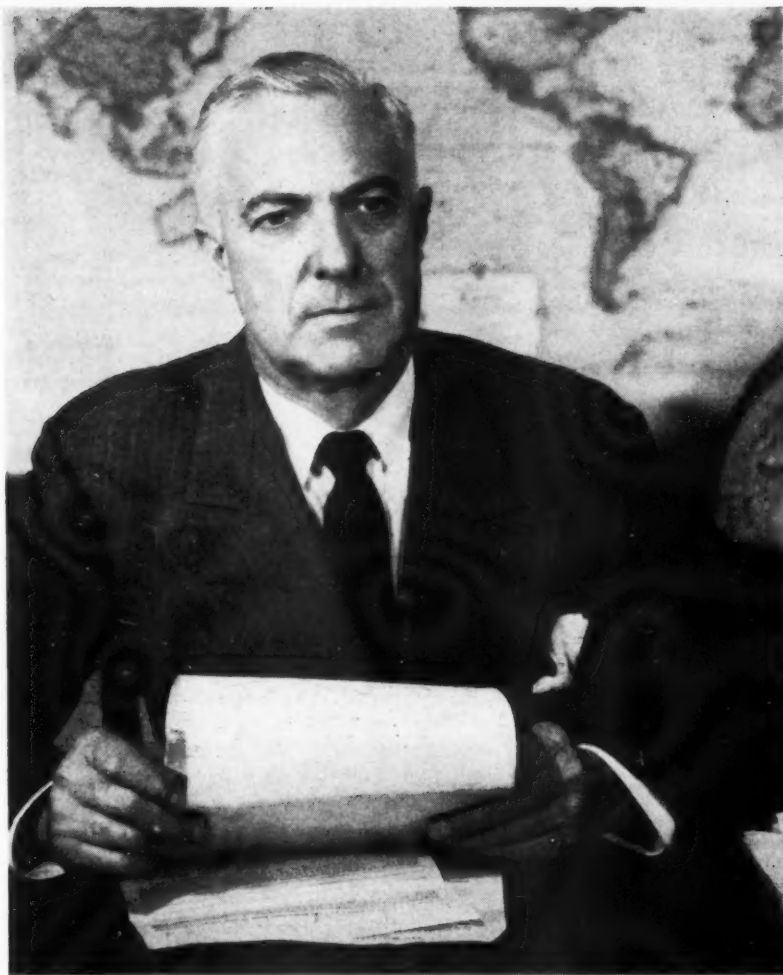
SALES MANAGEMENT



DOES HE STOP TO DREAM

now and then, about a business of his own—that key man whose rich experience with the company has made his judgment so dependable? Management title notwithstanding, he's just like any hand in the factory or office: If he isn't getting some fun and some moral satisfaction out of his job, he's likely to vote for a change. He will be hard to replace.

PHOTOGRAPH BY
EWING GALLOWAY



The Shortage of Key Men: What Can We Do About It?

BY MARVIN BOWER • *Partner,*
McKinsey & Company, Management Consultants

Merchandise shortages may be a thing of the past, but business is stewing over another kind of shortage: Qualified executives drifting away to start their own businesses, and not enough young men coming up through the ranks.

Part I of an article in two parts*

A couple of years ago I had an opportunity to suggest candidates for the position of vice-president for sales

(Part II of this article will appear in *SALES MANAGEMENT* for June 1. Mr. Bower will discuss the kinds of working conditions that create "job satisfaction" for men of executive caliber.—The Editors.)

of a large and successful corporation. I suggested a man—let's call him "Charley"—who was well qualified and who much preferred the position to the one he had. However, after careful consideration, he finally decided to turn it down.

The reasoning behind Charley's decision points up several serious and

altogether too common executive personnel problems with which business concerns today must cope.

Charley was then, and still is, the sales manager of a division of a very large business, one of the country's outstanding corporations. For three good reasons, however, he was willing to explore a change:

1. He considered he was working at only about 65% of capacity. He had his job licked and found he was "just going along." The position was easy and paid well but it lacked challenge.

2. He saw little chance of moving up into a more interesting position for many years. Neither of the two men ahead of him was much older than he was.

3. There were a few things about his job that Charley did not like. The sales vice-president, to whom Charley reported, was not much fun to work for. He was a poor delegator. Although the vice-president's mind was not closed, it was not much more than ajar. Charley's duties were not too clearly defined and this made for mild corporate politics.

Charley did not brood over these working conditions too heavily, but they did dull his enthusiasm. What troubled him most was that at his age (early forties) he did not get much kick out of contemplating 20 years or more of working at 65% of capacity.

At first Charley jumped at the chance of taking a new position with plenty of problems. He also would be a candidate for the presidency of the other company, for the man in the position was much older. But, in the final analysis, Charley could not make the change add up financially. The new position paid considerably more gross but the net after taxes was much less attractive. Charley would have to give up an attractive equity in a pension plan. The other company had a pension plan but Charley's retirement pay would be much lower.

Charley turned down the new position. I saw him not long ago, and he said that things were about the same. Probably I only imagined that he sounded just a little bit more discouraged than he had two years before. He is obviously still doing a pedestrian job. His company, Charley, and the country as a whole are all losers. The country always loses when an individual's abilities are not used for maximum productivity.

Problem Acute Since War

The case of Charley is unfortunately not unique. Today many astute chief executives are concerned about both executive shortages and executive productivity. Most executives can recall the confidences of executive friends about discouragements they face in their jobs—if indeed they don't face those same discouragements themselves.

In an imperfect world these things are always true. But haven't some relatively new forces come into the picture, causing unusual executive shortages and excessive reductions in the personal productivity of executives? These problems have been increasing since the end of the war:

1. Shortage of executive material.
2. Loss of executives who go into business for themselves.
3. Difficulty of recruiting executives from outside the business.
4. Reduced executive productivity.

What are the causes of these problems? What can the chief executive do to meet and solve them in his own company?

Causes of Executive Shortages

I know of three corporations, each with more than 10,000 employees, that are desperately short of executives for second- and third-level positions. I know of another corporation with more than 100,000 employees, over three times its pre-war employment, that has been able to increase its number of executives only about 20%.

Analysis of these and other instances shows three primary causes for executive shortages:

1. Failure to bring in a sufficient number of executive trainees during the depression of the 'thirties: Many companies are paying the price now for the "no (executive) help wanted" signs of yesteryear. Perhaps the best proof of this is found in the exceptional companies that took the long view and even during the poor years of the 1930's hired outstanding talent they did not then need.

2. Dislocations after the war: Many companies are short of executive talent because promising junior executive material did not come back from the service. It is impossible to measure the staggering losses that business suffered when returning veterans with executive qualifications decided to bypass their old companies. Company losses could not be recouped by hiring replacements, for the new men had to learn the business and start from scratch to earn the confidence of their associates and superiors.

As chairman of an alumni committee set up by a graduate business school to help returning veterans get back into civilian life, I had an opportunity to talk with a large number of men with executive qualifications. Some of the reasons they gave for not wanting to return to their companies are still significant:

- (a) Inadequate recognition in pay or position for time spent in military service.
- (b) Not much growth opportunity in the company—"a good time to shift."
- (c) Too much family.
- (d) Too much politics. (The term "politics" was often used to cover a variety of unsatisfactory working conditions.)
- (e) "They can't tell me where I'm going. No plans have been made for me. They just say come back and they'll find a place for me." (a very frequent complaint.)

I suspect that many veterans decided to make a change for the proverbial "greener grass" reason. They thought about the things they did not like about their old jobs and decided to take positions where at least the negatives were not known. The harm has been done. They did change.

3. Lack of programs: Many top managements, overworked because of executive shortages, have only themselves or their predecessors to blame. They do not set up programs for development of executive material.

If a business grows slowly, usually a sufficient number of ambitious young men will do their own planning for advancement so that the company will not be caught completely short.

However, if the business grows fast, as most companies did during the war, development of executive material can not keep pace without an effective program. With an executive development program the growth of any business will be stepped up.

Cure for Executive Shortages

No business shortage is harder to overcome than a shortage of executives. There are only two ways to beat it, both obvious:

1. Develop the executives needed from existing personnel.
2. Bring in trained executives or executive trainee material from outside the business.

The second of these alternatives and the increasing difficulties in relying on it are discussed subsequently.

The first method, developing executives from within, is a step which every business takes. It is difficult to explain why there is so little planning for this basic activity. Production, sales, finance, purchasing—all are planned. Developing capable executives to carry on the business is an activity too frequently supposed to take care of itself.

Of course, every executive trains a few subordinates. He can't help it. It is the old story: Unless responsibility is fixed and someone held accountable, the job does not get done well.

At the risk of stating the obvious, here are some of the principal steps in developing executives where a shortage now exists:

1. The chief executive should first announce the establishment of a definite company policy that every executive *must* have a capable, well trained understudy; that there will be no promotions unless an understudy is available to fill the position. This will alert all executives to the problem and show that the chief executive is

serious. When it is adhered to, this policy really works.

2. Simultaneously, a senior executive should be put in charge of executive development: the director of personnel relations (if he reports to the president) or an assistant to the president.

3. As part of the program, the plan of organization should be clarified. Results of this organization plan should be reflected in an organization manual or guide which defines the purpose and duties of every executive and supervisory position. Among leading companies that have used this management tool for many years is the Standard Oil Company of California. In a pamphlet published by the company titled, "The Management Guide," H. D. Collier, chairman, has this to say about organization guides:

"The man who is best able to accomplish his job thoroughly and successfully, and the one who gains the most inward satisfaction, is the man who has a clear understanding and knowledge of the requirements, the limitations, and the relationships of that job, and of its relative position in the whole organization of which it is a part. To provide all members of our management with this essential knowledge and understanding, we of Standard of California have developed over the past 12 years what we call 'Management Guides.'

"These Management Guides define the functions, responsibilities, authorities, and principal relationships of management positions at all levels. They are in daily use and are relied upon throughout the Company."

Qualifications Are Important

4. Next, the most important qualifications of the individual who can best fill each position should be prepared. In buying a machine care is usually given to determining what operating characteristics the machine should have to do the job to be done. Ordinarily, less care is used in deciding the personnel characteristics of the man to fill an executive position. Yet the executive uses judgment that makes or loses money for the business, while the machine does a known job and can be closely controlled.

5. At this point an inventory is in order to find out where executive shortages exist. There are many techniques for taking such an inventory. The important thing is to take it.

The inventory essentially is merely a record of the judgments of executives and supervisors who are in positions to evaluate men now in jobs



Three-Wing Display: It's the combination retail display panel and salesman's portfolio for Hako Plastic Wall Tile. When opened, the sales aid serves as a three-panel counter or window display. Folded, it's an easy-to-carry aid for salesmen.

and those available for advancement. However, that judgment should be exercised in terms of each job and the specific qualifications for it.

The record of these individual evaluations should be brought together in one place and summarized. This summary should show top management specifically where there are imminent retirements, weaknesses in present incumbents, and voids in promising candidates for advancement. The summary, properly organized, will establish the development target.

6. The final step (never really "final") is to utilize every technique known to management to put a satisfactory performer in every executive position and to see that he is backed by at least one understudy.

Here are some of the steps which leading companies have found most fruitful:

(a) *Recruiting outstanding executive trainee talent from colleges and technical schools:* If good material is not fed in at the bottom, it won't be there to rise and become outstanding top-management material.

(b) *Personal coaching:* With proper organization and adequate stimulation from top management, any business can instill in its executives a sense of responsibility to coach their subordinates and do a reason-

able amount of honest-to-goodness on-the-job training. Even a small but continuous transfusion of executive and technical know-how—sweetened with some candid but fatherly or "dutch uncle" personal advice—will help any promising man to develop twice as fast in achieving executive stature.

(c) *Formal training:* The number of companies with solid accomplishments in the formal training of executives is not large. Experience shows a handsome profit pay-off. The number is growing.

(d) *Programmed advancement:* I wonder how many promotions have been made because an executive on the way to discuss the filling of a position happened to see a man in the hall? How many outstanding executive lights are hidden under the bushels of distance from the general offices? Honest answers to both questions will make it obvious why there should be an organized means for keeping track of promising men. Only in this way will they be given proper consideration when a job opens. Catch-as-catch-can decisions on advancements tear down profits for the business and build up discouragement for the promising man who is overlooked.

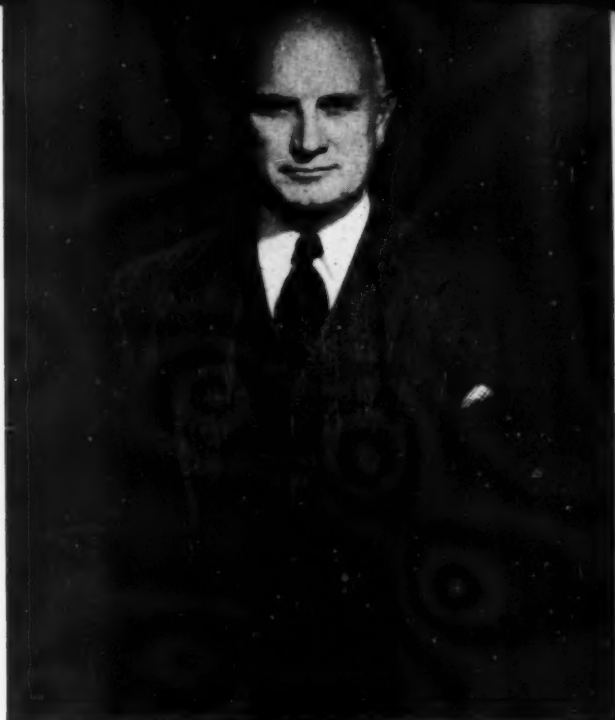
Simple steps? Certainly—but they take good planning to start and plenty of dogged determination to continue.



Guy Gillette

JOLSON STORY NO. TWO . . . This Jolson doesn't sing; he's having trouble enough perfecting his English. He's Leon Jolson and his story is as fabulous as Al's of the same name. Leon Jolson spent much of the late war in a Nazi slave labor camp. After four years of horror he escaped, joined the Warsaw underground. In 1947 he managed to get to America, penniless, frankly scared. But the famed Jewish relief agency, United Service for New Americans, met him at the boat, asked him his plans. Leon told them he wanted to put his pre-war sales experience selling Necchi Sewing Machines to work. The agency lent him \$2,000. With it he started—from scratch—the Necchi Sewing Machine Sales Corp. Today it's grossing better than a million dollars a year. Leon has paid back the \$2,000. And he added an extra thousand to give someone else the chance he was given.

By Harry Woodward, Jr.



They're in the News



Guy Gillette

SALES MANAGEMENT

← **THE EVE OF THE ANNIVERSARY . . .** of Pennsylvania Salt Manufacturing Company's formation 100 years ago, George B. Beitzel was appointed its president. Mr. B. and Pennsalt both grew up in Pennsylvania; he was born in Philadelphia, is as sharp as any Philadelphia lawyer. His company, with pardonable pride, sticks its fingers in its lapels. . . . Since 1863 it has maintained an unbroken quarterly dividend record . . . only manufacturing company in the U. S. listed on the New York Stock Exchange which can boast of the achievement. Smart management did it. George Beitzel, who's been serving as executive vice-president, doesn't intend to let the record lapse, either. He joined the company 19 years ago, has worked his way up with no short cuts. When they took him on during the first year of the Depression, Pennsalt gave him the tough job of sales manager. It took some driving to reach that dividend record in his first years with the company. A public-minded man, Beitzel serves on the School Board of Springfield Township.

TWO GUYS AND A WAVE . . . but not the kind in a uniform . . . the kind in a lady's hair. Meet FDR's youngest, John (left), and Raymond E. Lee, who are combining forces in a campaign to keep women from looking like "pinheads." John is corporation president; Ray is the developer of Spray-a-Wave, the new preparation which enables a woman to curl her hair without going around looking like a bobby pin factory. John Roosevelt, capable, quiet (the only member of the family who's a Republican), is touring the country, opening regional offices, visiting distributors, and acting as the business brains of the outfit while retaining his affiliation with Roosevelt-Good Store, Beverly Hills . . . Raymond Lee is the man whose initial work started the Toni and Hudnut home permanents on the road to success, thus revolutionizing the American beauty industry. Rayve-Creme Shampoo is another of his accomplishments. He developed 'em all, sold the rights to such outfits as Gillette and Pepsodent. Fresh out of the U. of Minnesota in '31, he braved the Depression, invented a permanent wave solution, made his first success of it with a borrowed \$400 and a \$50 Ford.



← **ONCE TO A COSTUME BALL . . .** came Edwin S. Friendly and his wife dressed in evening clothes made of cloth run through *The New York Sun* presses. Across his lapel was an account of the party. . . . That's the reflection of his personality which caused a top Government official to autograph his picture: "To Ed . . . Friendly by name and by nature." The largest facet is mirrored in the young Friendly's decision to forsake his Dad's carriage and buggy business, leave his home in Elmira and take an eight-dollar-a-week job as clerk in a N. Y. C. branch of *The New York Times*. One year and a transfer later he was managing the branch where he started. Within three years he was financial advertising manager; two years after that, assistant business manager. Believes a good newspaperman should have a working knowledge of all phases of newspaper production. Today he's vice-president and general manager of the *Sun*. And this month he was named the new president of the American Newspaper Publishers Association.



PLEASE FOCUS ON THE TRAILER . . . for a minute. It's a replica of the Toni kit—carries the caravan wardrobe. The gals: (l. to r.) Eileene Oberling, beauty consultant and chaperone; Joyce and Jane Willey; Mona and Carita Herche; Jane and Janet Leigh.

Toni Twins on Tour Personalize Main Street "Perm" Promotions

Based on an interview by Lester B. Colby with
RICHARD NEISON WISHBONE HARRIS
President, The Toni Co.

A pair of caravans, each staffed with three sets of de-lovely identical twins, are rolling up more sales for Toni and providing pleasant chores for the traffic police. Appearances are timed and planned with public relations know-how.

The saga of Richard Neison Wishbone Harris and the fabulous Toni Co. is fast becoming a national legend. (See *The Reader's Digest*, May, 1949, "Hair-Curling Success Story"; See *Life*, April 4, 1949, "Wishbone plus Toni equals \$20,000,000.") These stories are not something born of Hollywood. Like truth, they are stranger than fiction.

Up to now, and less than five years on the market, Toni home waves have haloed the heads of more than 60,000,000 women. We will not re-tell the story here. It is too widely known. We will tell, for the first time anywhere, the story of the mechanics and carry-through of one single phase of the Toni merchandising and promo-

tion—a project to bring to life in every part of the United States Toni's advertising campaign built around the phrase, "Which Twin Has the Toni?"

The vehicle being used is the Toni Twin Caravan. There are, in fact, two caravans carrying three sets of identical twins each, one covering the eastern and the other the western parts of the Nation. Wishbone Harris, cornered in his windowless, air-conditioned, sound-proofed office in the Merchandise Mart, Chicago, says:

"This caravan is focusing the eyes of the women of the Nation on Toni and making them highly conscious of our national advertising and merchandising program. It puts human interest in our drive to familiarize

every woman with Toni kits. Men, too, aren't exactly looking the other way."

The mechanics of setting up a coast-to-coast woman-shaking promotion of this kind ought to interest any business man anywhere no matter what he sells. This is how the wheels of the deal are turned:

Toni Twin Caravans, each carrying three sets of hand-picked identical twins, chosen for beauty and personality, set out from Chicago in mid-February. One caravan headed West, the other South and East. With each caravan is a beauty consultant who doubles as chaperone and also introduces the twins on radio in various cities.

Each consultant, well trained, also talks on Toni products, answers questions, and discourses on hair styling and the care of the hair. With each caravan are two publicity men. These men, taking turns, also act as advance agents. One, going ahead of the caravan, visits six or eight cities and makes all preliminary arrange-

ments. He works with Toni sales representatives, usually a division manager, and calls on the trade.

In addition to making tie-ins with newspapers and radio stations for special promotions, the advance man and his associate call on managers of leading department stores and make arrangements for window displays and interesting point-of-sale displays. Frequently they sell the store on the idea of holding a fashion show during which the three sets of twins model the store's furs, suits, dresses and other items.

Stores are supplied with suggested advertising material, radio scripts for selective announcements, counter promotional pieces, envelope stuffers, etc. The store manager is given lapel badges which the salespeople wear to build customer interest in the visit of the Toni Twins. These have red and gold stripes and a magenta band, carrying the color scheme of the Toni package.

When he has organized his series of cities the advance man drops back, rejoins the caravan, and travels with it through the territory he has familiarized himself with while his alternate goes out to do a similar job.

The Toni Co. has worked out a variety of tie-ins with other firms. Members of the two caravans, for example, travel in black Lincoln Cosmopolitan cars and often, with the sanction of the Ford Co., local Lincoln dealers get into the picture.

The advance man also supplies the newspaper or radio station, or both,

and the stores, with contest entry blanks. Entry blanks, of course, are in twin, with spaces for detailed information. Entrants must be 14 years of age or older.

The caravan is seeking Toni's "All-American Twins." National winners will receive as a grand prize a month-long trip through South America. Other prizes to the winning pair will be, for each twin, a fur wrap styled by Esther Dorothy and dyed by A. Hollander & Sons, New York City; a wardrobe by Ceil Chapman, New York City, and a five-piece luggage set by Skyway. As an added bonus the winning twins will be the 1950 Toni Twin models for one of America's leading advertising agencies.

Other Prizes

Five sets of national finalists will receive, for each twin, a Ceil Chapman creation and a three-piece set of Skyway luggage.

Prizes will also be awarded to the twin-winners in each of the preliminary contests. Such sectional contests are being held in approximately 70 cities, the majority of them having 100,000 population or more. Preliminary winners each receive a Cort watch, manufactured by the Ace Watch Co., New York City.

To give all twins everywhere a chance, there will be a preliminary contest-at-large. Girls living on remote ranches, on farms or in mountain regions will be permitted to enter their photographs directly by writing to the Toni Co. in Chicago. The

offer for these national entries was carried in an advertisement in the May 16 issue of *Life*. Under this arrangement close to 200 watches will be given away during the life of the contest.

The two caravans will remain on the road until approximately July 15. By that time they will have traveled more than 20,000 miles. Usually a caravan puts in from a day to a day and a half in each of the larger cities. On arrival the twins find that the schedule is a tight one. Usually it is worked out hour by hour, sometimes even to minutes.

Toni salesmen often arrange for short promotions in smaller places which happen to be on the caravan route. Advance men do not make these towns but, with sufficient notice, local newspapers and radio stations will be sent material direct from the Chicago office.

One outstanding example of such a stop was arranged by Suttle's Drug Store, in Shelby, N. C., about 15,000 population. The store and local newspapers drummed up 10 sets of twins who met the caravan at the city's edge with a police escort. The whole town turned out for a 36-minute demonstration.

The greatest number of twins produced in any one city so far was in Fort Worth, Tex., where the *Press*, which sponsored the appearance of the caravan, came up with 154 sets. Generally between 15 and 25 pairs of twins appear for a contest.

Strictly speaking, it isn't the number of twins who come out that counts. The object is publicity and public discussion. That's started by stories in the promoting newspapers or broadcasts from radio stations which participate. Often a newspaper-radio tie-in brings both into the picture. Newspapers run pictures of local twin entries, working up to the winners who are acclaimed the All-Tulsa winners, the All-Syracuse winners, and so on.

After the visit of the western caravan to Austin, Tex., a check showed that 78 selective announcements had



CANDIDATES: The Toni caravan is, among other things, ballyhooing a nation-wide contest to find "The All-American Twins." Here's a sample from 154 pairs entered from Ft. Worth, Texas. They were snapped in the cosmetics department of Leonard's Department Store.

DOUBLE-TALK BEHIND THE COUNTER: Alice and Alva Anderson, Toni twins who toured Europe, at Hale's Mission St., San Francisco.



been used by radio station KTBC in promoting the contest there. Forty were used in Memphis by WMPs. In each city the twins carried by the caravan appear on an average of six radio shows on one or more of the local radio stations, where they are interviewed by a well-known local announcer or women's commentator.

The twins of each caravan also carry a "Short Snorter" which works to raise money for the Damon Runyon Memorial Cancer Fund. In building this, public officials are encouraged to write letters on their stationery. Twin pieces of currency, the larger the denomination the better, are attached to each letter and all the letters are scotch-taped together and carried in a roll. As a final gesture, each roll will be sent to Walter Winchell for the Fund.

Trailer: Replica of Toni Kit

Because of the extensive nature of the traveling twins' wardrobes, it was determined early that something had to be done about that. A special trailer was built to accompany each caravan. Each trailer is a replica, in large size, of a Toni kit—lettering, color and all. Furs, suits and dresses are hung in each, in separate containers, ready for wear, unwrinkled and unrumpled, at every stop.

Everywhere the caravans go the touring sets of twins are presented with bright, fresh corsages donated by members of F. T. D., Florists Telegraph Delivery service, a nationwide organization—one more tie-in. Usually winners of the local contest also get similar corsages. All this adds up to a world of publicity and a lot of local interest, with radio chatter, local stories in the newspapers, pictures and word-of-mouth advertising no end.

While the all-over publicity and promotion is pegged to the national Toni Twin contest, when the caravan arrives in a city everything is reduced to the local level with meticulous care. This intensifies the interest. In this way, too, the local twins have their day in the limelight and, it seems, everyone loves twins.

As a final gesture, call it pay-off if you wish, a board of judges made up of beauty and fashion experts, and radio personages, will pick six sets of regional winners from the 75 city winners and ten winners-at-large. In arriving at this, the country is divided into six regions, according to population, to give twins everywhere a basically equal chance in preliminary and final selections.

Some time next autumn, probably in October or November, the six sets

of regional winners will be pictured in a large advertisement in *Life* magazine. The advertisement will carry a blank ballot and *Life* readers will be invited to vote for the All-American Toni Twins. Thus the public will "elect" the final winners from the six sets selected by the experts. National and regional winners will all collect valuable prizes.

The panel of judges for the contest includes: Kay Wambold, of *Calling All Girls*; Hazel Rawson Cades, of *Woman's Home Companion*; Mildred Doughty, of *Today's Woman*; Russell Patterson, the noted illustrator; John Reed King, star of the radio show, "Give and Take," and Staats Cotsworth, star of the CBS show, "Crime Photographer."

The present campaign is the outgrowth of a promotion held several months ago on the British Isles and the continent of Europe. At that time six hand-picked sets of identical twins were flown across the Atlantic for a five-weeks' trip to introduce Toni products. They toured England, Scotland, Ireland, Belgium and France, meeting various Lord Mayors, visiting factories and hospitals, sight-seeing, and making personal appearances.

During their stay in England the Toni Twins were entertained at tea in the American Embassy. They joined the crowds outside Buckingham Palace the night Prince Charlie was born. They saw the King and Queen riding in their red and gold coach to the opening of Parliament. Their doings were featured on front pages wherever they went.

Babies to Grandmothers

The Toni files now hold cards on which are recorded the names, addresses, ages and descriptions of several thousand identical twins in the United States and Europe. These range from babies to grandmothers in their 80's.

Richard Neison Wishbone Harris admits frankly that when he started to manufacture Toni kits everything was not pudding-and-pie. There was plenty of competition in the home-wave field even then. Something like 12 manufacturers then. There are probably 50 now. But Toni stands out dominantly, like a bright star. Why? The answer seems visible.

Mr. Harris was asked for the recipe for so-successful merchandising. He replied, "First get a good product, one that will mean a saving of money to the buyer if possible. Then work long hours. Sleep short hours. Don't take time out for much else. You must, of course, have a well planned, definite program and when you have tested it thoroughly, stick to it."

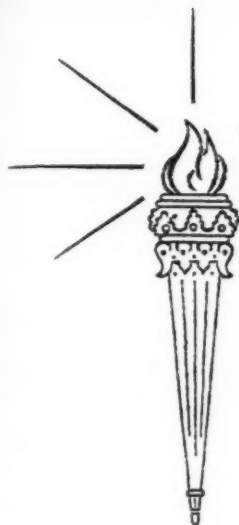
The Penalty of Leadership

The advertisement on the opposite page first appeared in *The Saturday Evening Post* of January 2, 1915. It was developed because the company had a specific job to do, that of emphasizing public confidence in the Cadillac and counteracting the propaganda of contenders who were attempting to usurp Cadillac's enviable position.

SALES MANAGEMENT reprints it with permission of the company, (1) as a service to many of its younger readers who may have heard about the magnificent page but never have had a chance to read it; (2) because last week was the 20th anniversary of another quality product, the **SALES MANAGEMENT Survey of Buying Power**.

It is only to be expected that every quality product should have competition, and the Survey is no exception. As Cadillac says, "When a man's work becomes a standard for the whole world, it also becomes a target for the shafts of the envious few."

But such standards are not created overnight. Looking back over this magazine's 20 years with the Survey of Buying Power, it is apparent that it took 10 years to reach a degree of perfection which was reasonably satisfactory to the editors (But it is a never-ceasing job, as sights are raised each year.) and another 10 years to attain the widespread acceptance of the Survey estimates which exists today among manufacturers, advertising agencies, Government organizations and sellers of media space and time.



THE PENALTY OF *Leadership*

*I*n every field of human endeavor, he that is first must perpetually live in the white light of publicity. Whether the leadership be vested in a man or in a manufactured product, emulation and envy are ever at work. In art, in literature, in music, in industry, the reward and the punishment are always the same. The reward is widespread recognition; the punishment, fierce denial and detraction. When a man's work becomes a standard for the whole world, it also becomes a target for the shafts of the envious few. If his work be merely mediocre, he will be left severely alone—if he achieve a masterpiece, it will set a million tongues a-wagging. Jealousy does not protrude its forked tongue at the artist who produces a commonplace painting. Whatsoever you write, or paint, or play, or sing, or build, no one will strive to surpass or to slander you, unless your work be stamped with the seal of genius. Long, long after a great work or a good work has been done, those who are disappointed or envious continue to cry out that it cannot be done. Spiteful little voices in the domain of art were raised against our own Whistler as a mountebank, long after the big world had acclaimed him its greatest artistic genius. Multitudes flocked to Bayreuth to worship at the musical shrine of Wagner, while the little group of those whom he had dethroned and displaced argued angrily that he was no musician at all. The little world continued to protest that Fulton could never build a steamboat, while the big world flocked to the river banks to see his boat steam by. The leader is assailed because he is a leader, and the effort to equal him is merely added proof of that leadership. Failing to equal or to excel, the follower seeks to depreciate and to destroy—but only confirms once more the superiority of that which he strives to supplant.

There is nothing new in this. It is as old as the world and as old as the human passions—envy, fear, greed, ambition, and the desire to surpass. And it all avails nothing. If the leader truly leads, he remains—the leader. Master-poet, master-painter, master-workman, each in his turn is assailed, and each holds his laurels through the ages. That which is good or great makes itself known, no matter how loud the clamor of denial. That which deserves to live—lives.

This text appeared as an advertisement in The Saturday Evening Post, January 2nd, in the year 1915.

Copyright, Cadillac Motor Car Company

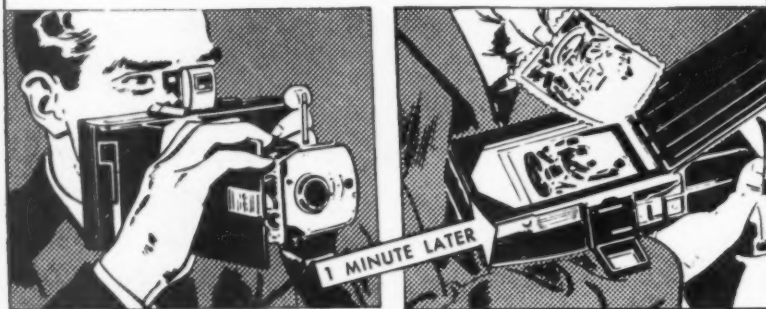
This famous Cadillac advertisement seems particularly appropriate on the 20th Anniversary of SALES MANAGEMENT'S Survey of Buying Power.

Polaroid Pegs Camera Debut On Key Markets Policy

BY BERNARD G. PRIESTLEY

The Polaroid camera turns out finished prints 60 seconds after the shutter clicks. It's being launched market-by-market through direct dealer sales coupled with a plan that cuts the paper work in cooperative advertising.

*Finished pictures
in a minute!*

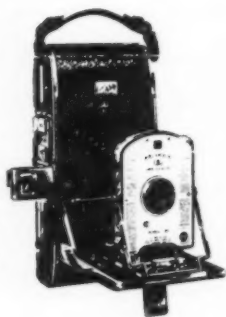


Snap it!

See it!

WITH A **POLAROID**
Land CAMERA

Think of the fun you can have with a camera that gives you the finished picture in a minute! Show your guests their pictures while the party is still going on. Make sure you've got once-in-a-lifetime vacation scenes, weddings, family gatherings. Only the Polaroid Camera lets you see your pictures as you take them — at the very moment they mean the most.



STORE NAME

*Permanent pictures . . .
from a guaranteed camera
. . . in 60 seconds.*

Using sales figures for the first three months as a yardstick, the new Polaroid Land Camera, which produces a completely developed picture within a minute after it is snapped, will reach in 1949 a total volume as great as was attained on all cameras sold for around \$100 in the entire country in 1948.

The dollar volume achieved on the special film used in this camera is equally exceptional. For the three-month period sales per Polaroid Land Camera owner averaged \$31 against \$35 spent yearly for film by the average camera owner.

Back of these facts is an unusual story on development of a product and its promotion and marketing—a story of objectives achieved while proceeding contrary, in many respects, to established manufacturing and selling customs.

The camera was invented and perfected by Dr. Edwin H. Land, president and director of research of Polaroid Corp., Cambridge, Mass. It produces pictures almost instantly in this manner: Its film is composed of combined rolls of negative and positive paper. Each picture-size section has its own tiny "pod" of jellied reagent or developer. When a tab is pulled after an exposure, two rollers press the negative and positive together, pod between. The pod opens, the jelly spreads, and the picture is printed.

The camera, which sells for \$89.75, differs in other ways from the conventional camera in its price range because, in perfecting it, Dr. Land kept in mind not only a picture-a-minute mechanism, but also a camera that could be operated successfully by a person with only the slightest knowledge of the principles of photography.

For example, instead of providing it with a huge lens and conventional "f" stops to give the idea of costliness, Dr. Land worked out a lens that can be set for any light condition by simply selecting a number from 1 to 8. A simple chart shows the correct setting, or a special exposure meter, built by General Electric Co. exclusively for this camera, insures exposure accuracy. This arrangement does away with at least three or four adjust-

PAINLESS PAYMENTS: See story text for details of co-op advertising Ad-Script.

SALES MANAGEMENT



Bigger Value Every Day

It's a good thing we don't have to make your telephone instrument bigger every time we make it possible for you to call more people. You'd have to move out of the house to make room for the telephone.

THE big increase in the number of Bell telephones — 10,500,000 have been added since the end of the war — is just one reason for the increased value of the telephone. There's been an increase in quality as well as quantity.

Service is more valuable because calls go through faster, more accurately. Often they go farther, too. Millions of calls a day now travel greater distances at the local rate.

There never has been a time when the telephone has been of greater value to you than right now.

And the cost is still low. Increases in telephone rates are much less than the increases in most other things you buy. They average only a penny or so per call.

BELL TELEPHONE SYSTEM





JUST A MINUTE: Literally, it's just 60 seconds from the time you load the camera until you're viewing the printed photo.

ments required with the conventional camera with a large lens.

The camera is also designed to take a good portrait at $3\frac{1}{2}$ feet without the use of an extra corrective lens. Because the "film" is very fast (about the same speed as Super XX), a lens of small aperture is provided. This eliminates critical focusing, range finders and tape measures. Pictures, approximately 3 by 4 inches, are in sepia—not because black-and-white pictures couldn't be produced in this process, but because extensive research revealed that the public prefers that color.

Promotional and marketing methods used in connection with the new product run contrary to established practices. For one thing, Polaroid, although never previously having attempted to distribute its products direct to dealers, decided to do so in this case. The program is under direction of Polaroid's new executive vice-president, J. Harold Booth, who left his position as vice-president of Bell and Howell Co. to join Dr. Land in launching picture-a-minute photography.

A major reason for selling direct to retailers, as explained by Robert C. Casselman, sales promotion manager for Polaroid, was because it was believed that the company could promote the new product more effectively than could established distributors who carry more than 130 items and consequently cannot give a substantial amount of time to any one product. Furthermore, because the camera is so different, it was believed that special "know how" emanating from

the company itself would help to acquaint dealers with the product's exceptional features and unusual performance.

A plan was formulated to introduce the camera city by city, giving it thorough launching in each place before moving to the next place. This plan, it was foreseen, would require concentration of large quantities of cameras, film and accessories in a certain locality at a given time. Therefore all thoughts of seeking thinly-spread national distribution overnight were abandoned in favor of building inventories for local openings.

Years of Know-How

This distribution method was first tried out in the Boston area. Instead of hiring and training a large sales force to launch it, the task was undertaken by a Polaroid company group well versed on the new camera. The group was comprised of J. Harold Booth, executive vice-president; Richard R. Kriebel, advertising and public relations manager; Robert C. Casselman, sales promotion manager, and a young lady to attend to office details.

Promotional work was started early last December. All Boston dealers were invited to attend a demonstration. Approximately 40 dealers were invited, but 320 attended, bringing salespeople with them. Each dealer was allotted one or two cameras, to show and sell on the first selling day.

To prepare dealers to introduce the camera to the public, Mr Booth outlined the promotional program in

detail. Dealers were supplied with attractive advertising to tie in with planned Polaroid copy and were shown the best ways to display the camera.

On a designated day, Polaroid ran a full-page advertisement in two Boston newspapers, announcing that the new camera was available to the public. Several dealers tied in with advertisements of their own under a 50-50 cooperative advertising plan. A local department store also ran a full page.

The supply of cameras was sold out practically overnight. Dealers were not only pleased but somewhat amazed that such an unusual camera should catch on so quickly. To check on what the public thought of the camera, Mr. Casselman obtained names of purchasers from dealers and spent his evenings telephoning them. He heard only praise—not a single complaint.

For weeks after that demand in the Boston area exceeded supply, even though production was stepped up as fast as possible. Many dealers reported their camera business for January up as much as 25%.

The promotional procedure used in Boston was duplicated in February in the Miami, Fla., area; with the same men at the helm and not one salesman added.

When sales-launching day came around a number of Miami dealers had accepted the Polaroid 50-50 division of the cost of local advertising to the extent of running full-page advertisements in Miami newspapers. Five or six other dealers used smaller newspaper space. In three weeks, more Land Cameras were sold there than the total sales of all cameras in the same price range during the previous three months.

Meanwhile, the film used in the camera is selling so fast that a "Film Reservation" Plan has been announced by Polaroid. This plan assures each camera owner film for 576 pictures a year, far more than most photography fans usually use in five years. The picture-in-a-minute appeal seems irresistible and film consumption continues to climb.

(Continued on page 51)

The buyers' market is a market of Buyers

... cautious, choosy, deliberate buyers - but buyers, Mister;

buyers who have the money and are waiting for values.

VALUES, not just low prices.

... and "Ditch-Digging" Advertising sells by helping buyers see those values.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

To do that in a way that will interest prospects and move them a step closer to a purchase, you must first find out for sure what viewpoints, prejudices, and confusions cloak your product in their minds...today;

... not yesterday, when they were being sweet to you in the hope of getting larger allocations and quicker deliveries ...

TODAY, when a clear-eyed, fresh, objective look at your customers and prospects stands a good chance of revealing either obstacles to the purchase of your product or sound new sales approaches.

Now you're set for the
"Ditch-Digging" Advertising

Once you know where to aim and what

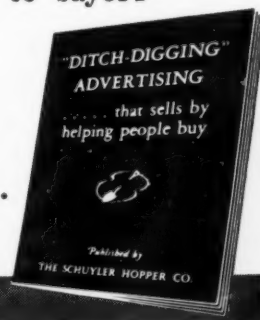
to say, you put your "ditch-digging" crew to work figuring out how to say what needs saying and how often to say it to improve the viewpoints and reduce the prejudices and confusions that stand in the way of sales.

THEN, the "ditch-diggers" work out with you the best kit of tools for your particular purpose--booklets, magazine advertising, direct mail, or whatever other mechanical means of imparting ideas and information fits your case.

The reason for all this is to saddle your advertising with as much of the telling in selling as it can carry, thus freeing your salesmen for the most productive use of their costly time ... closing sales.

We've outlined this approach to buyers' market advertising in a 20-page booklet entitled, "Ditch-Digging' Advertising That Sells by Helping People Buy." (Reg. U. S. Pat. Off.)

We'll gladly send a copy to any sales executive interested in matching selling and advertising to buyers' market requirements.



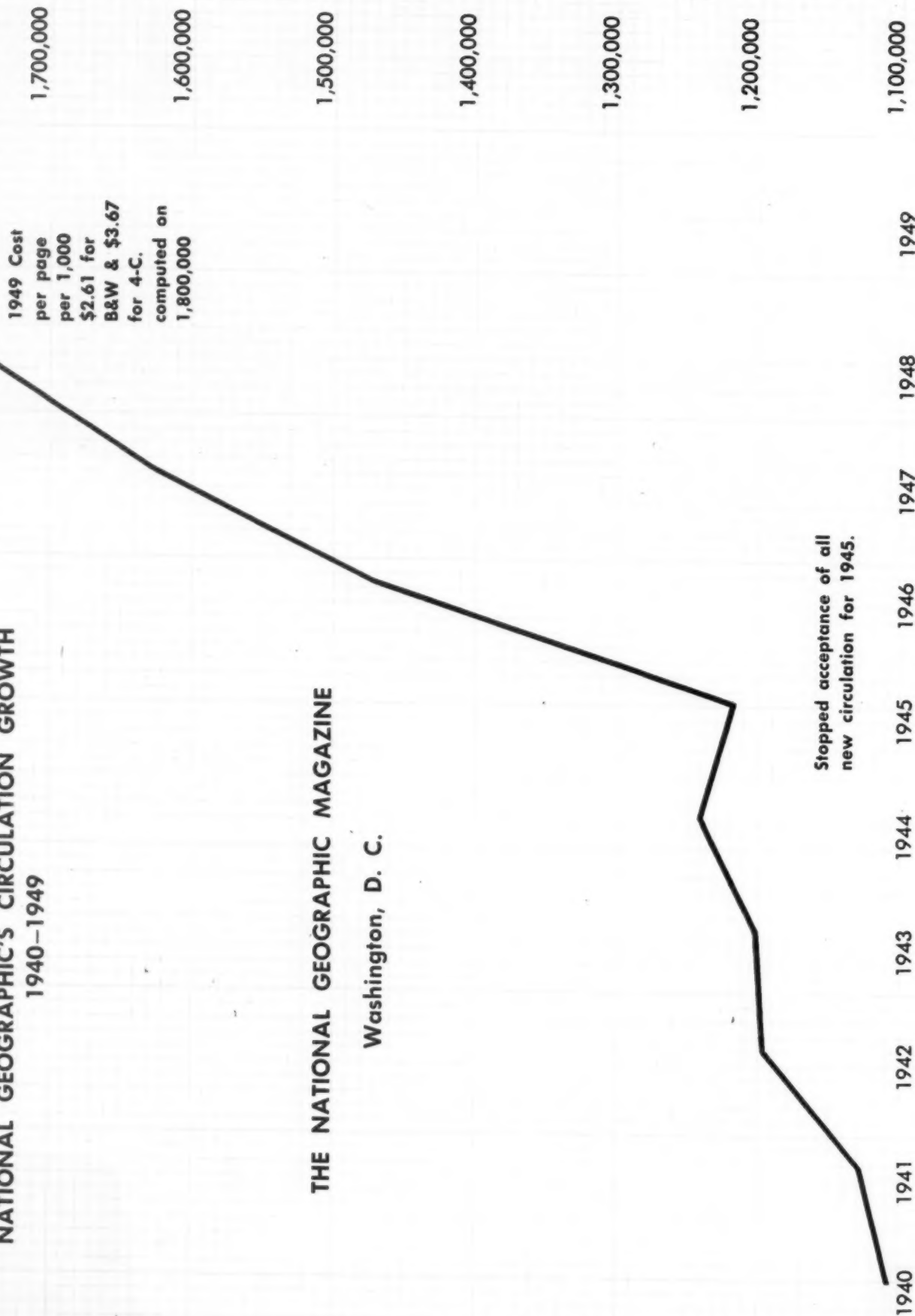
THE SCHUYLER HOPPER CO.

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

NATIONAL GEOGRAPHIC'S CIRCULATION GROWTH 1940-1949

THE NATIONAL GEOGRAPHIC MAGAZINE
Washington, D. C.



The film is made by Polaroid, using sensitized materials from Eastman Kodak Co. A package of film providing eight pictures sells for \$1.75. This is only about 10 to 20 cents more than the total cost of a conventional film, its development and price of the prints.

The successful inductions of the camera in Boston and Miami have prompted not only dealers in nearby cities, but many who have heard about the new invention in other parts of the country, to telephone or write for the cameras. Complicating matters further, many dealers' customers are asking for it.

Concentration Factor

Realizing the predicament of unsupplied dealers, Polaroid is however not sending them any cameras. To do so, Mr. Casselman points out, would necessitate spreading the supply so thinly that there would be far too few cameras to meet the call in areas being concentrated upon. Then, too, Polaroid would be playing favorites in supplying only a scattered dealer or two in any given area.

The plan to concentrate on one area at a time to introduce the camera will be extended to a new city each week. However, there is no thought, at present at least, of substantially enlarging the promotional and sales force, except perhaps for the addition of a salesman or two and another girl to help out on details. Meanwhile, Polaroid executives are determined not to waver from the policy of supplying opened up sales territories before going on to new ones, building on a firm foundation step by step. Southern states from coast to coast are next on the program, to be followed by Los Angeles and San Francisco. New York City, Chicago, and Philadelphia will be opened early in May.

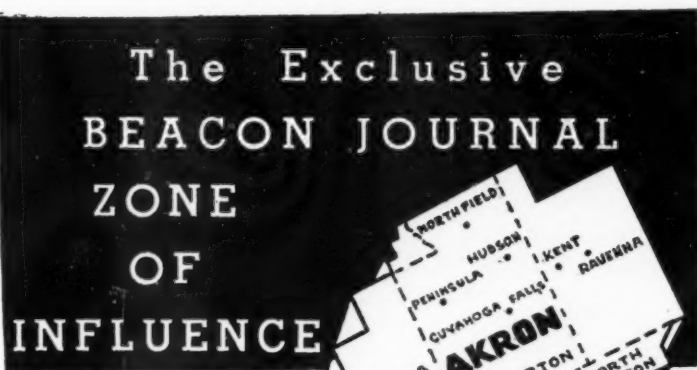
In time for part of the Miami sales promotion, and for use in the Boston area and elsewhere, Polaroid has a unique cooperative advertising plan for Land Camera dealers. This plan eliminates all red tape and book-keeping ordinarily required to keep track of debits and credits between manufacturer and dealer on advertising. Under the plan, Polaroid Ad-Scrip—"private" Polaroid money in denominations of \$25, \$5 and \$1—is used. It resembles legal tender as much as the law allows.

When Polaroid acknowledges an order for Land Cameras, film or accessories from a dealer, Ad-Scrip to equal 5% of the order is sent to the dealer. He saves the Ad-Scrip in a folder, provided for the purpose and

designed to the right size and shape to fit a correspondence file. To check on how much cooperative advertising money he has accumulated, the dealer simply looks in the folder and counts up the Ad-Scrip. After he runs an advertisement, he tears it out of the newspaper, attaches the invoice from the publisher, counts out Scrip for one-half of the bill and mails all to Polaroid. The company sends the invoice back with a check for the full value of the Scrip.

Another provision of the plan is its self-starting feature. To dealers who

are just starting to sell Polaroid Cameras and who have not accumulated enough advertising credits to run a worth while series of advertisements, Polaroid states: "You don't have to wait until you accumulate enough Ad-Scrip. Write us, telling the amount of money you'd like to spend on Polaroid advertising during the first three months after you start selling. If the amount looks reasonable to us, we will send Ad-Scrip as an advance against the 5% due you on your expected three months' purchases."



A Market of over a half million population with the second highest effective family buying income in the State of Ohio.

**AKRON
BUYERS
READ,
THINK
AND
BUY
LOCAL**

A Market where there is but one daily and Sunday newspaper, but that newspaper offers complete family coverage at one low cost.

There is no substitute for the Beacon Journal when you wish to do an intelligent job of selling the Akron Market.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER

REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

**PRICES AND OFFERINGS
FRESH EVERY MONDAY
5000-6000 QUOTATIONS**
ON CHEMICALS AND RELATED MATERIALS

Only in
OIL, PAINT AND DRUG REPORTER

and
in O.P.D. more pages of advertising on
chemicals and related materials than
appear in all other chemical publications
of national scope combined.

O.P.D. 1948 2957 PAGES

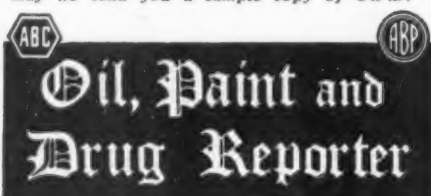
(big tabloid size)

18% more than the sum of all
chemical materials advertising car-
ried by the five other big papers in
the chemical field.

O.P.D. is must reading for an execu-
tive or purchasing agent who buys
even a single chemical item.

**NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY**

May we send you a sample copy of O.P.D.?



**THE CHEMICAL MARKET AUTHORITY
SINCE 1871**

Schnell Publishing Co., Inc.
59 John Street, New York 7

●Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long. 0544
●Los Angeles 14—The Robt. W. Walker Co., 684 S. Lafayette
Park Pl. Drexel 4338 ● San Francisco 4—The Robt. W. Walker
Co., 68 Post Street, SUTTER 1-3568.



"THE GOLD RUSH OF '49"

In 1849 it was California.
This '49 it's Fort Wayne.
Advertisers strike it rich
when they go prospecting
in Indiana's "Golden Zone"
of per family buying power.

100% merchandising cooperation
in an ideal test market

The News-Sentinel
Fort Wayne, Indiana

Allen-Klapp Co. New York, Chicago, Detroit

Need Sales Applicants? Customers Can Help You

BY LOUIS M. GERSTEN • Gersten Bros., Inc.

Recruiting salesmen for widely scattered territories can be an expensive and time-consuming project, particularly when an eastern company does not have regional branch offices where screening of applicants can be undertaken. Gersten Bros., Inc., manufacturer of Utילו wardrobes, solved the problem in a novel and effective way.

The company sells directly to furniture, hardware, and department stores. Its name is quite well known, and many retailers re-order by mail and at national trade shows.

Open Territories

Last year the company woke up to the fact that since many of its salesmen had dropped out of the picture during the war, a great many territories were left without active coverage. Confronted with a downward sales trend, the Gersten company was alerted to the necessity for bringing its selling force back to its former full strength.

At this point a new approach was taken. The company decided to call on its customers, the retailers, for assistance. It was believed that merchants, in their daily contacts with all types of salesmen, were in an excellent position to know of the availability of competent representatives who would meet the necessary requirements. It was further believed that a recommendation from a dealer would be a good indication of a man's knowledge of the territory in question.

Nominees Requested

Letters requesting retailers to recommend salesmen were prepared. The letters were individually signed to give them a personal touch. As a test, 100 were mailed to dealers in Michigan (one of the open territories), who had been active accounts for several years. The first paragraph read:

"This is going to be a different kind of business letter. We are coming to you as an old friend to ask your help in an effort to provide better and more complete service for your account."

The results exceeded all expectations; 65% of the dealers replied, and 40% of the letters included recom-

mendations of one or more salesmen. Those not sending names promised to keep their eyes open for good men. All the letters were cordial, expressing appreciation of the confidence placed in their judgment. A number of letters included requests for the latest catalog, and two actually contained small orders which more than paid for the cost of the mailing.

High Men

The names of several salesmen had been submitted by more than one dealer. These were the first to receive a letter from the company advising them that they had been recommended by a mutual friend (The dealer's name was mentioned.) as one who might be interested in handling the line for the Michigan territory. Inclosed with the letter were catalog sheets and retail prices.

After screening replies, the sales manager interviewed all likely prospects in Detroit. The result was that, after two days, a good man for the territory was put on, at great saving in time and expense.

The plan worked so well that it was repeated in all territories requiring coverage. In each case, after the salesman was put on, he was given a few days of actual field training by the sales manager who was right on the spot.

The program served three purposes:

1. It provided a fast, efficient and inexpensive method of locating the right man for a territory.
2. It served as a good public relations medium among the dealers.
3. It built up a salesman's enthusiasm for the line and provided an opportunity for sales training in the field.

★ ★ ★

STAR CITIES: In the "High Spot Cities" listed in the May 1 issue, the following cities should have been marked with a star as a Preferred City of the Month: Miami, Fla., Hempstead Township, N. Y., and Winston-Salem, N. C. Sales levels in these cities compared with the same month in 1948 equalled or exceeded the national change.

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

195—How to Keep a Sales Meeting from Falling Into a Coma. (Price 10c)

194—Direct vs. Jobber Distribution: An Appraisal of the Pros and Cons, by W. C. Dorr. (Price 35c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 25c)

191—Why Nine Out of Ten New Products Fail, by Peter Hilton. (Price 10c)

190—Your Biggest Sale: Management's "O. K." on the Sales Budget, by L. T. White. (Price 10c)

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

183—A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 20c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 25c)

MANPOWER PROBLEMS

189—Hunch & Prejudice in Hiring; The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 20c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 50c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhart. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike

Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

SALESMANSHIP

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

NEW PRONG BINDER

Sheets
Lie Flat
•
Prongs and Back
Swing with Pages
•
No Wear—No Tear
•
Metal Angle Back—
Strongest Known

Full Length
Piano Hinge
•
Standard Punching
•
Finger-Tip Trigger
Action Opens
Prongs and Binder
•
Locks Open and
Closed

for

**SALES MANUALS
PARTS BOOKS—PRICE BOOKS
—CATALOGS—INSTRUCTION, INSTAL-
LATION AND SERVICE MANUALS, ETC.**

Split prongs swing out at finger-tip touch; contents lie flat for use—reduces sheet wear in daily use; another touch of trigger opens prongs for instant changing of sheets in ANY part of binder—EASY to keep contents completely up-to-date. Compact; holds full rated capacity—more pages in less space than with ring binder. Four capacities. 12 sizes in stock. Write for folder and prices.

**LARNED AT SECOND
DETROIT 26, MICHIGAN**

why

AMERICAN B

market



commercial

Shops, stores, service stations, restaurants, warehouses, sheds, churches, amusement buildings, etc., including both urban and rural establishments.

residential

Single detached homes, multiple apartment buildings, hotels, and other shelters up to and including four stories. Private garages.

farm

Homes, barns, silos, sheds, etc.

men

building material jobber

He must be influenced to stock your product for distribution to retailer and on to the builder. *American Builder* reaches an impressive percentage of jobbers' executives and salesmen in every trading area. (See ABC figures.)

retail lumber dealer

He supplies the needs of the builder and is a prime factor in building in every trading area of the country. *American Builder* reaches more than 13,000 retailers who do more than 85% of the total building material volume. (See ABC figures.)

builder

Controls more than 90% of all Light Construction — residential, commercial, and farm. *American Builder* reaches more than 50,000 builders—the leaders in every building area. (See ABC figures.)



N BUILDER

*makes it easier to sell the
Light Construction Industry*

medium

AMERICAN BUILDER CIRCULATION

the largest and most comprehensive
in the field of residential, commercial
and farm building.

Contractors, Builders (all classes)	52,518
Lumber and Material Dealers, etc.	13,968
Real Estate, Finance, Insurance	3,425
Commercial & Industrial Organizations	2,663
All Others	8,958
Total	81,532

Note: American Builder circulation 97.4% in
United States; 2.2% in Canada; 0.4% Foreign.

First in number of subscribers
Over 81,500 subscribers—ABC

First in the building field
Established 1879

First in number of advertisers
524 advertisers, 1947; 601 in 1948
First in number of advertising pages
1,654 pages, 1947; 1,824 in 1948

AMERICAN BUILDER

Copyright 1949 with all rights reserved
Simmons-Boardman Publications, Inc.
PUBLICATION OFFICE: 79 West Monroe Street, Chicago 3,
Ill. 30 Church Street, New York 7, N.Y.
American Builder (formerly "Capacity and
Building") with stock and incorporated
Building Age, National Builder, Permanent
Builder and The Builders Record, was
founded Jan. 1, 1879. Name registered in
U.S. patent office and Canadian register
of trade marks.

Subscription price: United States and For-
eign: \$3.00 per year. 1 year, \$3.00; 3 years, \$8.00.
Single copies, 10 cents each. Subscribers are
entitled to work sample computer, "A
Line of Builders," and in addition, address
W. L. Taylor, Circulation Manager, 30 Church
St., New York 7, N.Y. Send 10¢ C. C. Car-
ter, W. L. Taylor, C. E. Hartung, Joe
Sellers, R. E. Smith, John Simmons.

In This Issue

Publisher's Page	7
Will The Middle Class Protect Itself?	
Monthly Review of NAHB	63
Editorial	73
FEATURES	
Building to Keep Pace with Fast Growing City	74
Builder Expands Operations in Spite of Limited Resources	
Levitt's New Home Models Accelerate Sales	78
Houses Have Sales-Clinching Features Adaptable to Smaller Developments	
Bungalow Apartments are Desirable Income Property	82
Many Aspects of Private Homes Found in Multiple Family Units	
Easy Servicing Features Motel for Year 'Round Occupancy	84
Competitive Market Demands Motels Be Designed for Easy and Economical Maintenance	
Cliffwood—An Architect-Builder Co-operative Venture	86
Contemporary Design Finds Big Market in Eastern City	
American Builder's Blueprint House	89
Careful Open Planning Adds Feeling of "Space"	
Builders' Build While Public Housing's Talk	93
Private Builders Eerect 1st Units in Less Time for Less Money than Similar Public Housing Projects	
Apartments Remodeled for Commercial Center	96
Ingenious Planning Transforms Apartment Buildings into Business Rentals	
Eye Appeal with Usual Materials	97
Good Design Plus Judicious Use of Common Materials Give Apartment Building Refreshing Modern Appearance	
Solving the Student-Faculty Housing Problem at Purdue	98
Purdue University Built and Operates 1,100 Family Living Units	
Expert Sales Technique Makes This Large Scale Operation	102
Successful Public Relations Means Client Satisfaction, Says Builder	
Sold at Their Worth—Not at Market Price	104
Engineered House Construction Part IV.....	106
Manufactured Concrete Forms and Form Hardware	
Heating Baseboardless Houses	110
Radiant Forced Warm Air Units Solve Problem of Heating Baseboardless Houses	
Rehabilitating Farm Buildings Offers Opportunities	112
Farm Building Remodeling Provides Vast Market to Contractors	
Wholesaler Essential to Successful Dealer and Builder Operations	114
Wholesale Distributors Perform Services That Save Money for Dealers and Builders	
Lumber Served "Cafeteria Style"	116
Builders Drive Into Yards and Select Their Own Lumber	
Low Cost Fireproof Houses	117
Composed of Cinder Blocks, Steel Beams, Concrete Floors	
Complete Home Building Service	118
Home Planning Bureau and Building Materials in One Shop	
The Home Building Industry Marches On	120
R. E. Saberson's Comments on Housing	
New Products	124
The Latest in Equipment	
DEPARTMENTS	
Trends	49
How Big a Drop in Prices?	
On and Off the Record	51
Editors' Round Table	55
Technical Guide, How-To-Do-It and Better Detail Plate	128
Dealer Review	132
Catalogs	142
Index to Advertisers	244

American Builder is edited for the 3 factors who control buying
in the Light Construction Industry.

These are (1) the *Builders*, (2) the *Retail Lumber Dealers* who supply
the builders, and (3) the *Building Material Jobbers* who meet the
dealers' demands.

You must sell all 3 on the merits of your product before it can flow
smoothly and profitably to market.

American Builder editorial content is continually audited in the
field by a competent research organization to make sure that it best
serves the interests of these 3 influential groups.

The standard of editorial excellence speaks for itself since American
Builder has earned the highest net paid ABC circulation of any mag-
azine in the field of Light Construction.

Month after month advertising in *American Builder* makes it easier
to sell the *Light Construction* market since it carries the largest number
of advertisers and advertising pages. American Builder maintains the
highest editorial standards and yet offers the lowest rate-per-thousand
of any publication in this building field.

For comprehensive data send for the brochure, "Light Construction
Facts and Factors."

A M E R I C A N B U I L D E R

A Simmons-Boardman Publication • 79 West Monroe Street, Chicago 3, Ill. • 30 Church Street, New York 7, N. Y.

CAMPAIGNS AND MARKETING

Tea and Crackers

During July and August of this year, the National Biscuit Co. will spend over a quarter of a million dollars to advertise and merchandise Ritz Crackers and iced tea.

The two-month iced tea drive is being built around an advertising campaign that the National Biscuit Co. will run in mid-summer. The media schedule includes: *The Saturday Evening Post*; *Ladies' Home Journal*; *True Story*; *Life*; *Good Housekeeping*; *Better Homes and Gardens*; *Today's Woman*; *Country Gentleman*; also the Arthur Godfrey show and 24-sheet posters.

Representatives of the Tea Bureau, Inc., will call on tea packers and, where possible, address packer sales meetings, either singly or in groups, covering the complete Ritz and iced tea promotion. This will involve not only going over the advertising campaign, but the merchandising aids as well.

A series of meetings will be held in Chicago, New York City, Boston, and Philadelphia. These will be held under the joint sponsorship of the Tea Bureau and the National Biscuit Co., and all tea packer salesmen and Ritz salesmen in the areas are being urged to attend. The meetings will each be addressed by a representative of the Tea Bureau and one for the National Biscuit Co.

A program publicizing the Ritz and iced tea promotion to the grocer through the business press has been prepared by the Tea Bureau and is being launched this month. Simultaneously, a consumer campaign has been started through women's and general magazines.

A brochure, highlighting the Ritz and iced tea advertising and merchandising campaign, has been designed to aid the packer salesman in selling his grocer customers on tying-in with the promotion. It contains display ideas, success stories and ideas for newspaper and handbill advertising.

A point-of-sale piece, prepared by the Tea Bureau, features the slogan, "Partners in Pleasure—Iced Tea and Crackers." The Ritz artwork of a glass of iced tea and a plate of Ritz crackers is in four colors and includes space for brand imprint. Also, the

Bureau will make available to tea packers reprints of magazine advertisements for use as price cards.

A mailing will be made to a complete list of packers who are interested in the grocery field. It will include a cover letter, the salesman's brochure, a sample of the point-of-sale material, reprints of Ritz advertisements, and an order blank.

Lennox Promotion

Lennox Furnace Co., Marshalltown, Ia., in 50 years of existence has built itself to a top place in its field, doing it the *hard way*. In this half-century it has never developed one single major advertising campaign. It has merchandised constantly and doggedly, step by step; has promoted through many contacts; succeeded by giving many services. But advertising—no!

A few days ago Lennox Furnace Co., through John W. Norris, its 44-year-old vice-president, a graduate of M. I. T., announced that it was going into its first advertising campaign. It is going in with both feet—to the tune of \$1,200,000 worth of space to be paid for by Lennox and its dealers on a 50-50 basis. The company has about 5,000 dealers and only five distributors. Distributors are in specialized areas. Almost all of Lennox' business is done directly with dealers.

The advertising and promotion plan is not something thought up all of a sudden. Management has been thinking of some such program for several years. It wasn't necessary during the war. For a couple of years after the war it didn't make much difference either. Everything that could be made was going like hot cakes anyway.

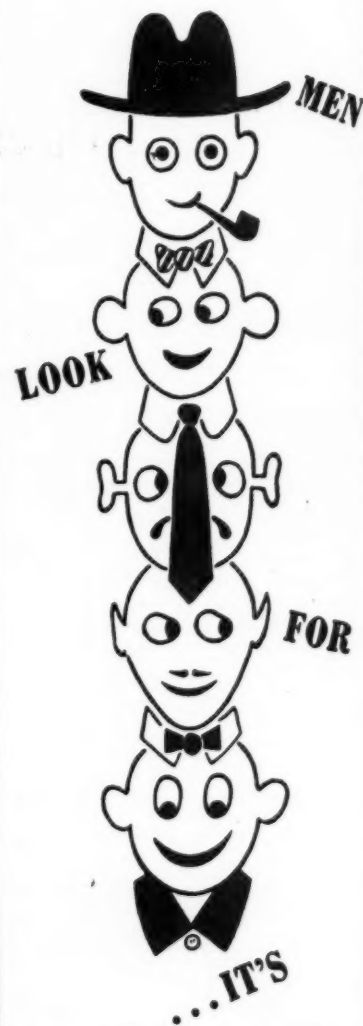
About midyear 1948 Lennox management sensed a change. The buyers' market was coming back and the company had a lot of plant space to be kept busy. It was making some 87 models of coal, oil and gas heating systems; had more than 100 sales engineers in the field. If the plants, with a small army of manpower at work, were to be kept in action, now was the time to do something about it.

E. R. Champion, veteran merchandising man, was employed to work out the program. Henri, Hurst & McDonald, Chicago advertising firm, was selected. Research was started last October and a definite pattern was developed.

The program calls for a drive into some 200 marketing centers. Copy will be aimed at individual markets. Coal-burning furnaces will be promoted in coal areas; oil-burning ap-

GIRLS!

... for that natural look



Seventeen
Hypo-Allergenic
COSMETICS*

*Acceptable for advertising in the publications of the American Medical Assn.
SEVENTEEN, INC., NYE, NEW YORK

STYLIZED cosmetic advertising designed to turn both male and female heads on campuses via 28 college newspapers this term.

SALES MANAGEMENT

Over 2,000,000 Circulation

A big reason why...

Success is a
HOUSEHOLD
word!

Your sales are where the home is, and the big home market is small cities and towns. Here are 60% of all non-farm homes—here are HOUSEHOLD'S 2,000,000 active families—*more than 70% of them home-owners!*

But that's not all. These families are *big*. HOUSEHOLD'S parents average 2.3 children—live in bigger houses (average over 6 rooms). No wonder this market is tremendous! And today buying power is the greatest in history!

HOUSEHOLD'S idea-planned editorial features GO AFTER these sales with 382 "buy-ideas" per issue—backing up advertisers, planting the urge to buy. Here's a selling combination that's more reason than ever why "success is a HOUSEHOLD word!"



and
Circulation
isn't all that's
growing!

- Tremendous increase in four-color advertising!
- Over two hundred new accounts in less than a year!
- 1948 advertising revenue up 35% over 1947!
- Yet you still pay the lowest cost per thousand—\$2.40 for black and white, \$3.20 for four colors!

Capper Publications, Inc., Topeka, Kansas

HOUSEHOLD

a magazine of action for small cities and towns

WINSTON-SALEM: 102,000 People Strong!*

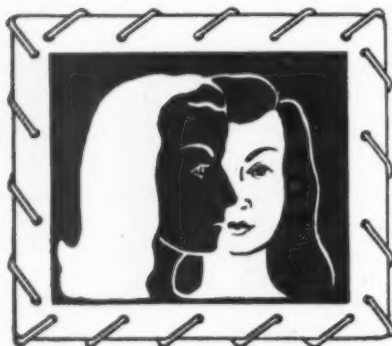
**\$107,981,000.00 in
Retail Sales!***
and growing all the time!

**Continuously Available!
Monthly Grocery Inventory
Covering 48 Classifications
For Winston-Salem and
Forsyth County
NOW!—
AN IDEAL TEST MARKET!**

*Source: Sales Management, Survey of Buying
Power, May 10, 1949

**Remember! All Business Is
Local!**

WINSTON-SALEM JOURNAL and SENTINEL
TWIN CITY
MORNING SUNDAY EVENING
PUBLISHED BY THE WATSON PUBLISHING COMPANY



Teacher leads a double life

Teachers lead two active, influential lives . . . one in the classroom and the other in the community. Their opinions and preferences are respected by millions of adults as well as school age youngsters. The 752,000 teachers who subscribe to State Teachers Magazines influence thinking . . . and buying . . . in communities everywhere. Get the complete story of America's most influential market. Write Georgia C. Rawson, manager.

43 MAGAZINES 752,000 SUBSCRIBERS

**STATE TEACHERS
MAGAZINES**

307 N. MICHIGAN AVE., CHICAGO 1, ILL.



SPRINGTIME in Paris glimpsed by women of America as they shop in drug stores where Einson-Freeman eight-color display dramatizes Coty's "Muguet des Bois."

paratus in districts where oil is the main fuel, etc. Of course, there will be overlapping. Here is how it works:

The dealer agrees to run a campaign in his local newspapers amounting to a percentage of his purchases from Lennox, after which Lennox agrees to match that sum. Key and local tie-in advertisements are then scheduled. Lennox stands all the cost of ad preparation, mats, etc. When the deal is signed Lennox sends the dealer a 40-page book of advertisements from which he may make his selections. These include not only all types of heating devices, but a variety of fans and coolers for summer use.

The schedule calls for advertising in four cities of more than 1,000,000 population; in nine cities of from 500,000 to 1,000,000; in 22 cities of from 250,000 to 500,000. The rest is in smaller cities running down to less than 10,000. In larger centers where there are numbers of dealers the company's advertising will list all dealers in the area at the bottom of the advertisements. The campaign will appear in 800 daily and several thousand weekly newspapers.

Cream and Peaches

The Ten-B-Low Co., Columbus, O., makers of ice cream concentrate, is launching an intensive summer advertising campaign to promote both the Ten-B-Low product and fresh peaches.

The campaign is getting underway this month with full-page advertisements in current issues of *Chain Store Age* and *Food Topics*. These advertisements carry the headline, "Powerful Promotion Pushes Peach Sales."

The basic idea behind this promotion is, according to Ten-B-Low's sales manager, George Serrott, to benefit grocers in two ways—through a larger volume of business for Ten-B-Low as well as greater sales for fresh peaches.

To help grocers get set for the anticipated large volume of business, Ten-B-Low business paper advertisements offer free sales-making promotion kits, including suggested store displays, reprints of the four-color consumer advertisements, mat service, window streamers, display banners, recipe give-away pads, order cards, and other miscellaneous items.

Added promotional punch will be supplied, consumer-wise, by full-color advertisements appearing in the June issues of *Holland's Magazine* and *The Progressive Farmer*, and in July issues of *The Family Circle Magazine*, *Ladies' Home Journal*, and *Woman's Home Companion*—reaching more than 26,000,000 homes just before the peach season opens. Headlined, "Easy to Make," these recipe advertisements show a dish of peach ice cream against a background of fresh peaches.

The Ralph H. Jones Co., Cincinnati and New York City, is the agency for the Ten-B-Low Co.

Screening Campaign

As an integral part of its current national advertising campaign for Lumite screens and woven fabrics, the Lumite Division of the Chicopee Manufacturing Corporation of Georgia is using full-page black and white advertisements in *Popular Mechanics*. This is part of the full Lumite schedule which was published in this department, April 15.



WEATHER VANE OF INDUSTRY

With the help of vital spot news in the Journals of Commerce executives make their day-to-day decisions

Today's management executives plan exclusively from facts. Each day's events, near or far, can vitally affect the profits of many a business.

That is why, each morning, 200,000 business and industrial executives scan their Journal of Commerce, interpret the facts and make decisions to meet indicated conditions.

For these men of top management, the Journals of Commerce spotlight all the significant news for business and industry. These complete daily business newspapers are edited solely for business, industrial and financial interests. Spot dispatches from a world-wide staff and exclusive business-angled news features, funneled down the specific interests of management executives. And to these executives the Journals of Commerce bring the day's most vital news.

No other source of business news is as complete and authentic as the Journals of Commerce, the daily newspapers that play the role of industry's weather vane.



Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Do you have securities to sell in a market that has capital to invest? Do you have an institutional message for top management?

Write or telephone for the Story of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage. Get to the men who DECIDE . . . in the dailies that HELP them decide.

TOP MANAGEMENT'S GOOD RIGHT HAND

The Journal of Commerce, 53 Park Row, New York 15, N. Y.



Chicago Journal of Commerce, 12 E. Grand Avenue, Chicago 90, Ill.

MAY 20, 1949

MAKE	PREWAR NEW CAR SALES												POSTWAR NEW CAR SALES											
	1941 SALES			1940 SALES			1939 SALES			3 YEAR AVERAGE			1948 SALES			1947 SALES			1946 SALES					
	RANK	NUMBER	%	RANK	NUMBER	%	RANK	NUMBER	%	RANK	NUMBER	%	RANK	NUMBER	%	RANK	NUMBER	%	RANK	NUMBER	%			
Chevrolet	1	11,431	20.33	1	11,283	22.78	2	5,419	15.81	1	9,378	20.10	1	9,460	19.54	1	8,754	19.45	1	4,704	17.51			
Ford	3	6,871	12.22	3	5,901	11.03	3	4,709		3	5,857	12.55	2	6,285	12.99	2	7,021	15.61	2	4,188	15.40			
Plymouth	2	7,977	14.19	2	7,731	15.61				2	7,353	15.55	3	4,890	10.10	3	4,317	9.59	3	3,054	11.23			
Buick	4	5,573	9.91	4							4,704	10.09	4	3,963	8.19	4	4,035	8.97	5	2,150	7.90			
Pontiac	5	4,823									3,753	8.04	5	3,747	7.74	5	3,612	8.03	6	2,072	7.62			
Dodge											3,397	7.44	6	3,397	7.02	6	3,557	7.90	4	2,345	8.25			
											551		7	2,279	4.71	7	2,603	5.78	7	1,439	5.29			
											462		10	1,895	3.50	9	1,496	3.32	9	1,188	4.37			
											3		9	1,723	1.79	11	1,195	2.66	13	534	1.96			
											8	2,208	4.56	8	1,764	3.92	10	1,112	4.09					
											11	1,563	3.23	12	1,066	2.36	11	982	3.61					
											1,116	2.31	13	998	2.22	12	783	2.87						
											864	1.79	16	551	1.22	14	436	1.80						
											3,15	10	1,424	3.16	8	1,408	5.18							
											1,62	14	687	1.53	15	304	1.12							
											54	19	289	.65	17	164	.60							
											17	502	1.12	16	290	1.08								
											15	591	1.31	19	28	.10								
											456	1.01	20	17	.10									
											66	.15	18	38	.14									
											13	.03	3	.01										
											44,997	100%		27,197	100%									

THIRD ANNUAL ANALYSIS OF NEW CAR SALES

Prepared by The Cleveland Press

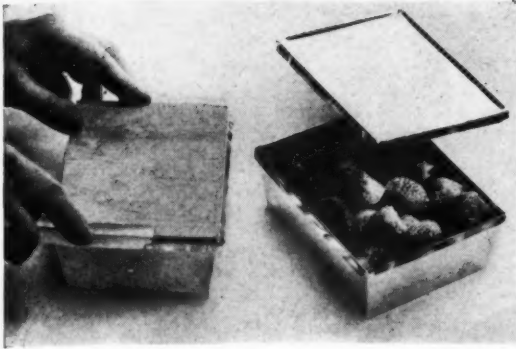
How do
YOU rate
in America's
FOURTH
New Car
Market?

Cuyahoga County (Metropolitan Cleveland) is fourth among the nation's counties in new car sales. In 1948, its 48,403 new car registrations were exceeded only by those counties containing Detroit, Chicago and Los Angeles.

The Cleveland Press' Third Annual Analysis of New Car Sales gives detailed, factual information about all of these sales. This book of 24 fact-filled pages is the climax of a year's day-to-day checking of the new car sales records of the Cuyahoga County Clerk of Courts. It reports sales of makes and companies—by municipalities and economic areas—and shows interesting comparisons with the national picture and with recent years. Deep enough in detail to report ratio of families to new car purchases in 341 census tracts, it provides most of what you need to know for profitable new car selling in this great market.

It is only one of the many reasons why The Cleveland Press is famous for readers, results and research.





ALUMINUM Traypaks for commercial or home packaging of frozen foods. Will not leak, and cannot give odor to foods.

coming your way . . .

.....**traypak**, an aluminum container, is being offered for use in locker plants and for commercial packers, and for the home packaging of foods to be frozen. However, its use is not limited to the frozen food business. Already it has found application for baking cakes, packaging deep dish pies and candy. A leading packer of processed meats is successfully packaging refrigerated chili con carne in Traypaks. In form, the Traypak consists of a simple lightweight aluminum tray with a separate lid which may be applied tightly by means of a manual closing tool or by a semi-automatic closing machine. It is available in both pint and quart sizes with the same lid applicable to both. The tray is tapered so that it nests for shipment and storage and covers are recessed for convenient, firm stacking after filling. For locker plant re-sale and home use, Traypaks are packed in lots of 25, complete with lids and manual closing tool. For commercial use trays and lids will be packed separately, one thousand to the case. For commercial applications where a transparent overwrap may be desired, Traypaks are available without lids. It is claimed that the new containers are comparable in cost to good grade paper containers. Made from a single sheet of lightweight aluminum they can neither leak nor absorb moisture or fats. They are non-toxic and cannot give an odor or taste to foods and they prevent the absorption of extraneous odors. While semi-rigid in the unfilled state, they become sturdy and strong after filling. High temperature foods may be poured in, then immediately quick chilled or frozen. The Traypak is a development of the Reynolds Metals Co., Richmond, Va.

.....**combination defroster and electric clock** has been designed to eliminate the usually messy defrosting chore on the family refrigerator. Automatically, the new device turns the refrigerator off at a certain time each night and switches it back on after the thin skin of frost is removed from the unit. During the shut-off periods, moisture created by the melting film is circulated through the box and foods are thus kept better. Consumption of electric current and wear and tear on the refrigerator mechanism are reduced. It is said that with this new precision timing instrument any refrigerator, old or new, can easily be made self-defrosting. The device is installed simply by inserting its plug into any convenient outlet, slipping the refrigerator plug into a slotted receptacle on the defroster plug and hanging the clock upon the wall.



AUTOMATIC nightly defrosting is done with precision timing device.

**ARE YOUR SALES DOWN?
IS YOUR STOCK PILING UP?**



Use PICTUR-VISION CABINET PROJECTORS *at the Point-of-Sale*

If your present advertising is not getting the results you need and inventories are piling up, now is the time to take measures to increase sales.

Pictur-Vision Cabinets are designed to increase your sales. They create impulse buying, convince the shopper on the spot and close the sale. Your story is presented in a sequence of 16 beautiful Kodachrome slides that change at six second intervals and operates continuously. Pictur-Vision gives action—drama—color to your story . . . and best of all, it's right on the spot where your product is sold.



Ideal for sales meetings, conventions, dealer training schools, safety meetings, educating store personnel and a real demonstrators selling aid.

U. S. PATENT
No. 2369483
CANADA PATENT
No. 421418

Remote control push button arrangement makes it easy to train dealers, salesmen, personnel. Just press the button to change slides. Entire sequence (16 pictures) can be changed in a few seconds. Easily adapted for speeches on wire recording tape or conventional records.

Pictur-Vision Cabinet Projectors are sturdily built with light weight steel construction, the entire unit weighing less than 100 lbs. A large 14½ x 21 inch rear projection screen gives maximum brilliance. Equipped with Solarbrite Projector, uses 750 Watt 200 hour lamp. 3 inch coated lens. Height 36" with 16" square base. Requires only 4 sq. ft. of floor space.

COMPLETE PACKAGE UNIT \$395
Ready to use with no attachments to buy. Just slip in your slides and plug in the cord . . . F. O. B. Oconomowoc, Wis.

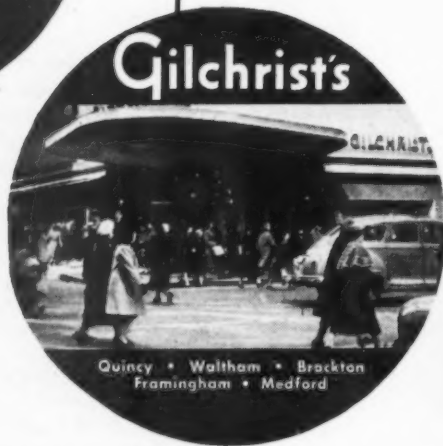
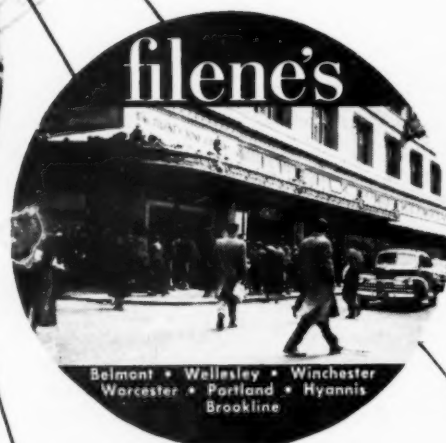
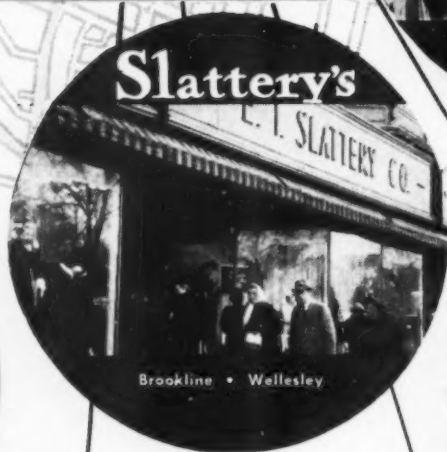
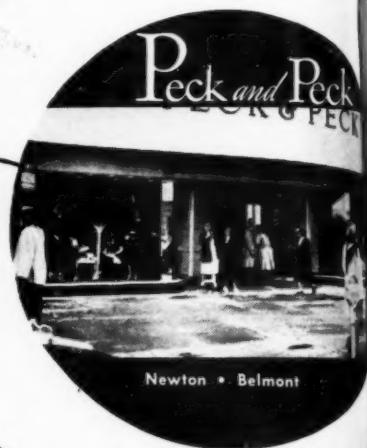
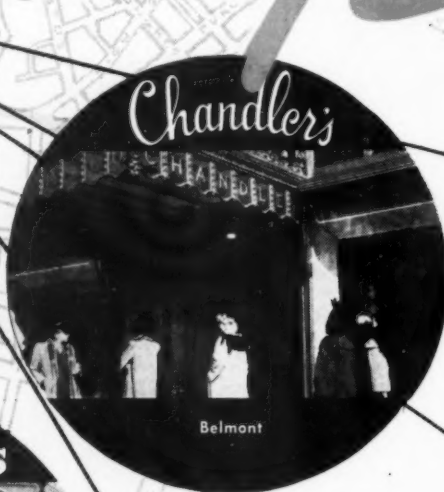
Picture Recording Company
OCONOMOWOC, WISCONSIN

MARKETS

Change

FAST ... HEAR

YESTERDAY Pinpoint concentration of department and specialty stores in downtown Boston's Washington, Tremont and Boylston Streets' area.



TODAY

Boston's department and specialty stores have grown up and out! They're decentralizing . . . setting up or planning new branch stores to serve the ever increasing number of families who live and shop in Boston's suburbs.

These changes in the Boston market mean new store locations, new shopping centers and shopping streets, new shopping and buying habits.

They're typical of the changes taking place today not only in Boston, but in major markets from coast-to-coast. Changes that require new sales strategy day by day. For in changing markets, yesterday's sales programs won't produce today's quotas. You need today's market facts to make today's sales.

HEARST ADVERTISING SERVICE *Knows* THE CHANGING MARKETS

H.A.S. men have their fingers on the "sales pulse" of the ten major markets across the country which they represent. They've charted, classified, evaluated these markets block by block. Know the changes taking place constantly as population shifts, as retail areas move, as traffic is rerouted, as buying habits change.

As a result, the Hearst Newspaper Research and Marketing Departments' "Marketing Aids" have proved helpful to many sales and advertising executives. Perhaps, we can be of service to you. To investigate the possibilities, call or write the Hearst Advertising Service man nearest you today!

STRATEGIC MARKETING AIDS

AUTOMOTIVE STUDY

"Motorists Talk in Ten Hearst Newspaper Cities coast to coast!" Indicates consumer likes, dislikes, buying habits,

shopping habits and brand preferences for various commodities. Sponsored by Hearst Newspapers in ten major markets, conducted by Alfred Politz Research, Inc.

COMMODITY SURVEYS

Spotlight the distribution and sales rank of leading commodities among retail outlets in ten Hearst cities.

TEN MARKET STUDY

Includes general characteristics, vacation activities, product rank at consumer level for general household items, food items, cosmetics and toiletries in ten major markets.

MARKET ANALYSES

Market detail on population, sales, industries and other characteristics including comparative coverage of all newspapers in each of ten markets.

SALES OPERATING CONTROLS

Specific, flexible, practical, usable. 541,604 city blocks walked and analyzed 445,456 retail outlets and 3,037 shopping centers and streets located, to evaluate the sales potential of each of nine great markets.

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Hearst Advertising Service

Herbert W. Beyea, General Manager • 959 8th Avenue, New York 19, N. Y.

Offices in principal cities representing
New York Journal-American
Baltimore News-Post American
Pittsburgh Sun-Telegraph
San Francisco Examiner

Detroit Times
Boston Record-American Advertiser
Albany Times Union

Los Angeles Examiner
Chicago Herald-American
Seattle Post-Intelligencer

92%

of the women interviewed indicated they read The Chicago SUN-TIMES Weekly Food Section

IN A NEW READERSHIP STUDY*



76%

answering said they save articles, recipes or ads from the Food Section



3 Ads

in the Food Section studied received women's readership ratings which are among the highest on record



—For grocers, too—

—The SUN-TIMES Moves the Goods

Food advertisers: Send today for your copy of The Chicago SUN-TIMES Food Section study! Compare it with the 100-Study Summary of the Continuing Study of Newspaper Reading. See for yourself why you can count on high women's readership of your grocery-products advertising in the Food Section of The Chicago SUN-TIMES!

*Made by Publication Research Service, which makes The Continuing Study of Newspaper Reading



BEST-READ FOOD SECTION ON RECORD IN THE NATION

... and it goes to more than 640,000 families ... is timed to reach them on the week's peak food-buying days ... is more than one-third home-delivered in Chicago and suburbs ... offers Chicago's highest-visibility format for newspaper advertisers. Ask to see a sample Food Section today!

TOTAL CIRCULATION 643,339

Average Net Paid Daily

(ABC Publisher's Statement, 9/30/48)

In Chicago...the **SUN**  **TIMES** moves the goods!
THE PICTURE NEWSPAPER

MARKETING PICTOGRAPHS

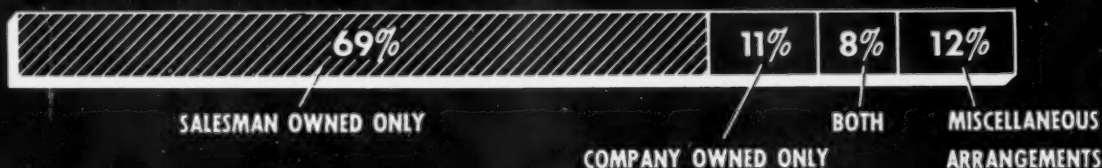
Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

WHAT ALLOWANCE for Automobile Sales Travel?

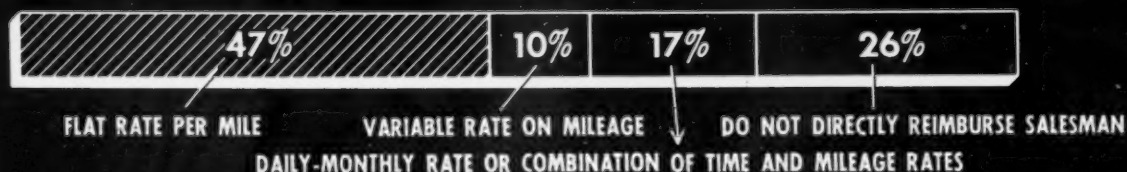
The Rochester Sales Executives Club surveyed members on their policies regarding automotive travel. The findings are embodied in a one dollar booklet, "Salesmen's Automobile Expenses," obtainable through the Rochester Club, care Rochester Chamber of Commerce.



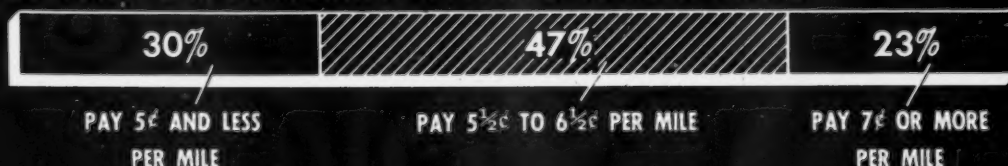
OWNERSHIP OF CARS BY CONCERNS



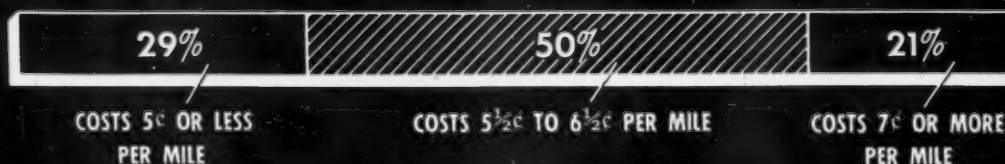
METHOD OF REIMBURSING SALESMAN FOR USE OF HIS CAR



RATES PAID BY CONCERNS PAYING A FLAT RATE



AVERAGE OPERATING COST PER MILE OF COMPANY-OWNED CARS



PICTOGRAPH BY
Sales MANAGEMENT

Source: Rochester Sales Executives Club
November, 1948



92%

of the women interviewed indicated they read The Chicago SUN-TIMES Weekly Food Section

IN A NEW
READERSHIP
STUDY*



76%

answering said they save articles, recipes or ads from the Food Section



3 Ads

in the Food Section studied received women's readership ratings which are among the highest on record



—For grocers, too —

—The SUN-TIMES Moves the Goods

Food advertisers: Send today for your copy of The Chicago SUN-TIMES Food Section study! Compare it with the 100-Study Summary of the Continuing Study of Newspaper Reading. See for yourself why you can count on high women's readership of your grocery-products advertising in the Food Section of The Chicago SUN-TIMES!

* Made by Publication Research Service, which makes The Continuing Study of Newspaper Reading



**BEST-READ FOOD SECTION
ON RECORD IN THE NATION**

... and it goes to more than 640,000 families ... is timed to reach them on the week's peak food-buying days ... is more than one-third home-delivered in Chicago and suburbs ... offers Chicago's highest-visibility format for newspaper advertisers. Ask to see a sample Food Section today!

TOTAL CIRCULATION 643,339

Average Net Paid Daily

(ABC Publisher's Statement, 9/30/48)

In Chicago...the **SUN**  **TIMES** moves the goods!
THE PICTURE NEWSPAPER

MARKETING PICTOGRAPHS

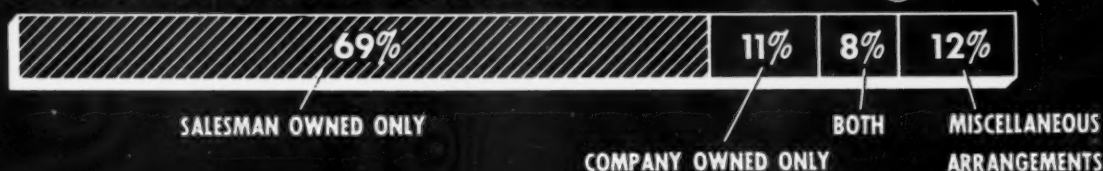
Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

WHAT ALLOWANCE for Automobile Sales Travel?

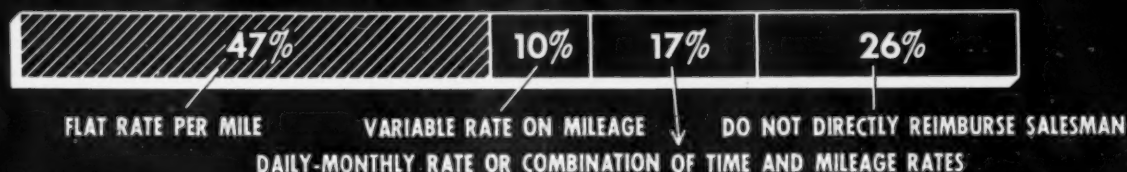
The Rochester Sales Executives Club surveyed members on their policies regarding automotive travel. The findings are embodied in a one dollar booklet, "Salesmen's Automobile Expenses," obtainable through the Rochester Club, care Rochester Chamber of Commerce.



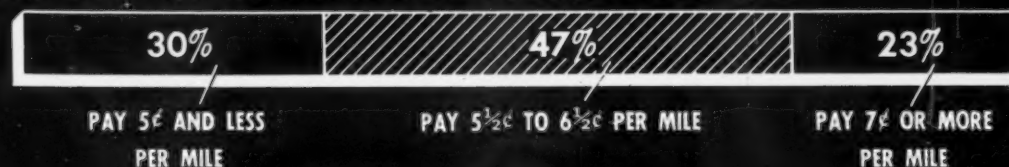
OWNERSHIP OF CARS BY CONCERNS



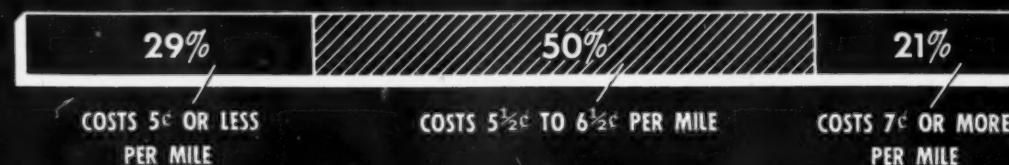
METHOD OF REIMBURSING SALESMAN FOR USE OF HIS CAR



RATES PAID BY CONCERNS PAYING A FLAT RATE



AVERAGE OPERATING COST PER MILE OF COMPANY-OWNED CARS



Is my father in there?

If he isn't, he should be, Sonny. That's a list of astute Coronet advertisers. And more than 90% of the advertisers who were in Coronet last year are back this year for a second helping! They must like Coronet, wouldn't you say?



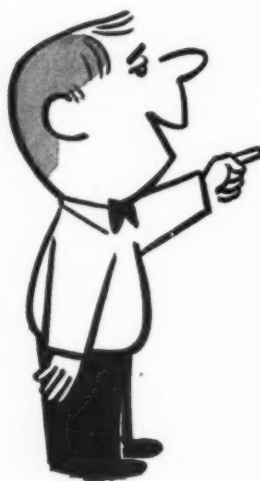
FIRST in Circulation

FIRST in Readership*

FIRST in Value

among all general
monthly magazines

*Starch figures



Admiral Corp.—Radio—Television—
Appliances
Argus, Inc.
Walter J. Black, Inc.—Classics Club
Book-of-the-Month Club, Inc.
Carl Brandenfels
Bristol-Myers Co.—Ipana
Bulova Watch Co.
Chicago, Milwaukee, St. Paul &
Pacific Railroad
Cooper's, Inc.—Jockey Men's
Underwear
Cribben & Sexton Co.—Universal
Range
Doubleday & Co.—Literary Guild;
\$1 Book Club
Exercycle Corp.
Fiction Book Club
Flo-Ball Pen Corp.
The Formfit Co.—Foundation
Garments
General Motors Corp.—Chevrolet
Motor Division
Greyhound Lines
Grolier Society, Inc.—Book of
Knowledge
Gruen Watch Co.
Hammond Instrument Co.—Solovox
International Cellucotton Products
Co.—Kleenex
Lever Bros. Co.—Pepsodent Division
Linguaphone Institute
Lionel Corp.—Toy Trains
Loew's, Inc.—M-G-M
Miles Laboratories—Alka-Seltzer
Motorola, Inc.—Radio & Television
Mullins Manufacturing Corp.—
Youngstown Kitchens
Nash-Kelvinator Corp.—Nash
Automobiles—Kelvinator Appliances
National Carbon Co.—Prestone
The Nestlé Co., Inc.—Nescafé
North American Accident Insurance Co.
Phoenix Mutual Life Insurance Co.
Radio Corp. of America—Radios
Revere Camera Co.
Sawyer's, Inc.—View-Master
R. B. Semler, Inc.—Kreml Hair Tonic
W. A. Sheaffer Pen Co.
The Springs Cotton Mills
Spring-Air Co.—Mattresses
A. Stein & Co.—Paris; Perma-lift
Tampax, Inc.
Union Pacific Railroad Co.
Victor Animatograph Corp.
Zenith Radio Corp.—Hearing Aids—
Radios & Television

2,568,511 (ABC) quality circulation

SALES MANAGEMENT

The importance of

DISPLAY

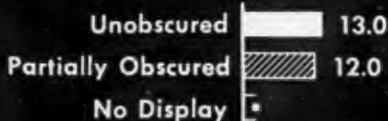
(Continued)

In a scientifically developed panel of New York Metropolitan area food stores, 47% of the retailers were found to give cigarettes an unobscured display behind their counters, 38% provided a partially obscured display, and 15% kept cigarettes under the counter.

STORE WEEKLY TOTAL VOLUME

AVERAGE WEEKLY CIGARETTE SALES IN CARTONS

Below \$500



\$500 - \$999



\$1000 - \$2499

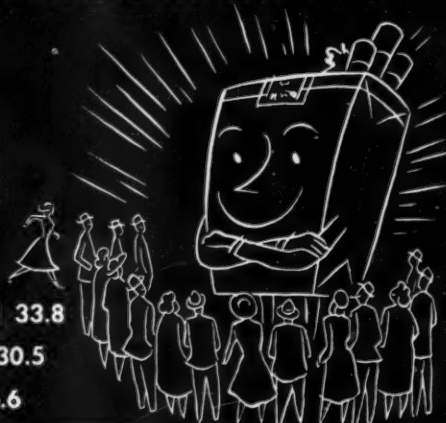


\$2500 and Over



Source: Cigarette Survey of
Grocer-Graphic, January, 1949

* No stores of this size without displays



COIN MACHINES—a growing outlet

Biggest retail growth since war's end is in coin machines (not including amusement or music boxes) called "venders" or "automatic merchandisers." Among the newer items sold are hosiery, books, handkerchiefs, tissues, pencils, ice cream, coffee.

BIGGEST PRESENT OUTLETS

MACHINES IN OPERATION

AVERAGE WEEKLY SALES, UNITS

CANDY - 5 CENT

300,000

140

CANDY - PENNY

1,000,000

100

CIGARETTES

325,000

150

CIGARS

15,000

40

BEVERAGES - BOTTLES

275,000

180

BEVERAGES - CUPS

15,000

850



PICTOGRAPH BY

Sales MANAGEMENT

5-20-49

Source: Survey by Billboard and Vend



Is my father in there?

If he isn't, he should be, Sonny. That's a list of astute Coronet advertisers. And more than 90% of the advertisers who were in Coronet last year are back this year for a second helping! They must like Coronet, wouldn't you say?



FIRST in Circulation

FIRST in Readership*

FIRST in Value

among all general
monthly magazines

*Starch figures



Admiral Corp.—Radio—Television—
Appliances

Argus, Inc.

Walter J. Black, Inc.—Classics Club

Book-of-the-Month Club, Inc.

Carl Brandenfels

Bristol-Myers Co.—Ipana

Bulova Watch Co.

Chicago, Milwaukee, St. Paul &
Pacific Railroad

Cooper's, Inc.—Jockey Men's
Underwear

Cribben & Sexton Co.—Universal
Range

Doubleday & Co.—Literary Guild;
\$1 Book Club

Exercycle Corp.

Fiction Book Club

Flo-Ball Pen Corp.

The Formfit Co.—Foundation
Garments

General Motors Corp.—Chevrolet
Motor Division

Greyhound Lines

Grolier Society, Inc.—Book of
Knowledge

Gruen Watch Co.

Hammond Instrument Co.—Solovox

International Cellucotton Products
Co.—Kleenex

Lever Bros. Co.—Pepsodent Division

Linguaphone Institute

Lionel Corp.—Toy Trains

Loew's, Inc.—M-G-M

Miles Laboratories—Alka-Seltzer

Motorola, Inc.—Radio & Television

Mullins Manufacturing Corp.—
Youngstown Kitchens

Nash-Kelvinator Corp.—Nash
Automobiles—Kelvinator Appliances

National Carbon Co.—Prestone

The Nestlé Co., Inc.—Nescafé

North American Accident Insurance Co.

Phoenix Mutual Life Insurance Co.

Radio Corp. of America—Radios

Revere Camera Co.

Sawyer's, Inc.—View-Master

R. B. Semler, Inc.—Kreml Hair Tonic

W. A. Sheaffer Pen Co.

The Springs Cotton Mills

Spring-Air Co.—Mattresses

A. Stein & Co.—Paris; Perma-lift

Tampax, Inc.

Union Pacific Railroad Co.

Victor Animatograph Corp.

Zenith Radio Corp.—Hearing Aids—
Radios & Television

2,568,511 (ABC) quality circulation

SALES MANAGEMENT

The importance of

DISPLAY

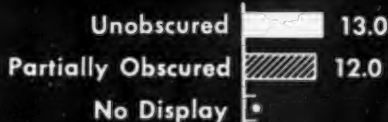
In a scientifically developed panel of New York Metropolitan area food stores, 47% of the retailers were found to give cigarettes an unobscured display behind their counters, 38% provided a partially obscured display, and 15% kept cigarettes under the counter.

(Continued)

STORE WEEKLY TOTAL VOLUME

AVERAGE WEEKLY CIGARETTE SALES IN CARTONS

Below \$500



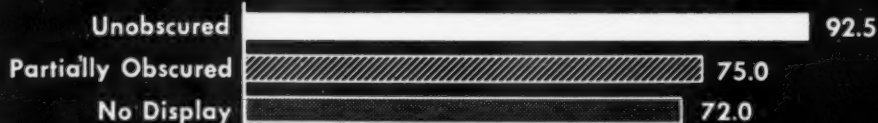
\$500 - \$999



\$1000 - \$2499

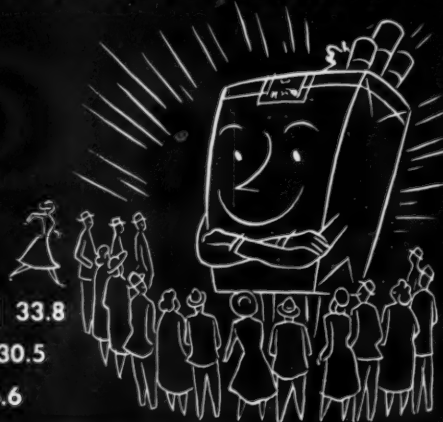


\$2500 and Over



Source: Cigarette Survey of
Grocer-Graphic, January, 1949

* No stores of this size without displays



COIN MACHINES—a growing outlet

Biggest retail growth since war's end is in coin machines (not including amusement or music boxes) called "venders" or "automatic merchandisers." Among the newer items sold are hosiery, books, handkerchiefs, tissues, pencils, ice cream, coffee.

BIGGEST PRESENT OUTLETS

MACHINES IN OPERATION

AVERAGE WEEKLY SALES, UNITS

CANDY - 5 CENT

300,000

140

CANDY - PENNY

1,000,000

100

CIGARETTES

325,000

150

CIGARS

15,000

40

BEVERAGES - BOTTLES

275,000

180

BEVERAGES - CUPS

15,000

850



PICTOGRAPH BY
Sales MANAGEMENT
5-20-49

Source: Survey by Billboard and Vend



Here's the *Smart* way to select paper!

PRINTERS__LITHOGRAPHERS

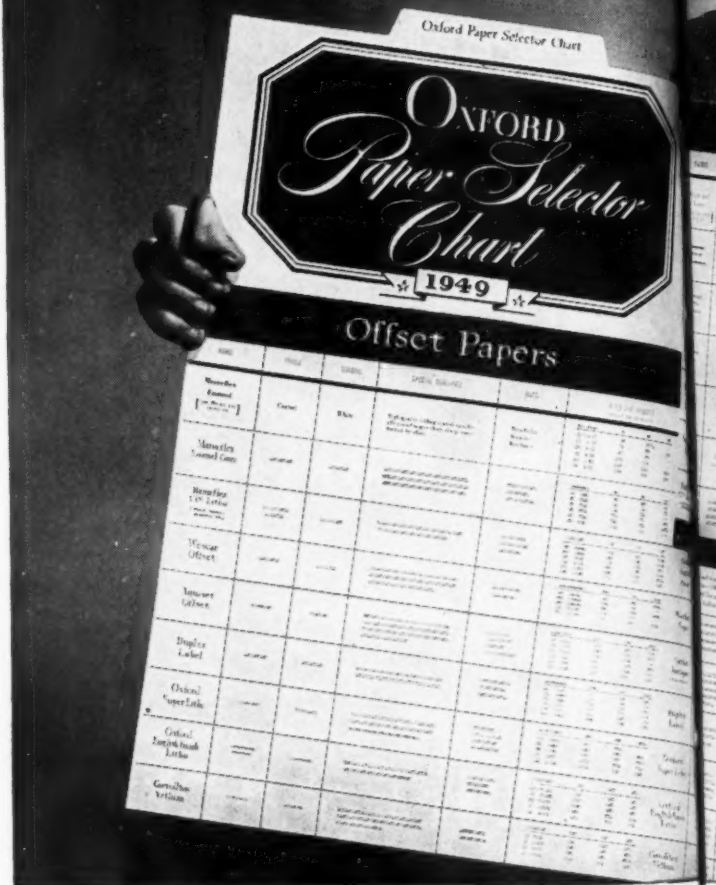
AGENCIES__ADVERTISING MANAGERS

PURCHASING AND

PRODUCTION MEN__PUBLISHERS

ALL of you who are concerned with printing know it pays to be sure of the *right* paper for the job. But getting all the answers hasn't been easy. You've had to look in too many places, do too much figuring and fumbling. That's why you'll find this new Oxford Paper Selector Chart such a smart, sensible idea. It puts right at your finger tips *all* the facts you need to know about Oxford papers. Colors, sizes, and weights, finish, recommended screen, folding qualities, special characteristics, principal uses—and the suitability of each grade for offset or letterpress.

Whether you produce printing or buy it, you'll find the Oxford Paper Selector Chart a real short-cut to better results. It's yours for the asking—phone your nearest Oxford Paper Merchant, or mail the coupon at right. Either way, you'll get yours promptly—it's just part of the service that makes Oxford Papers Help Build Sales.



FREE

From your Oxford Paper Merchant—or Mail Coupon Today



Oxford Paper Company, Dept. 19
230 Park Avenue, New York 17, N. Y.

Please send me a copy of your new Oxford Paper Selector Chart.

NAME

COMPANY

ADDRESS

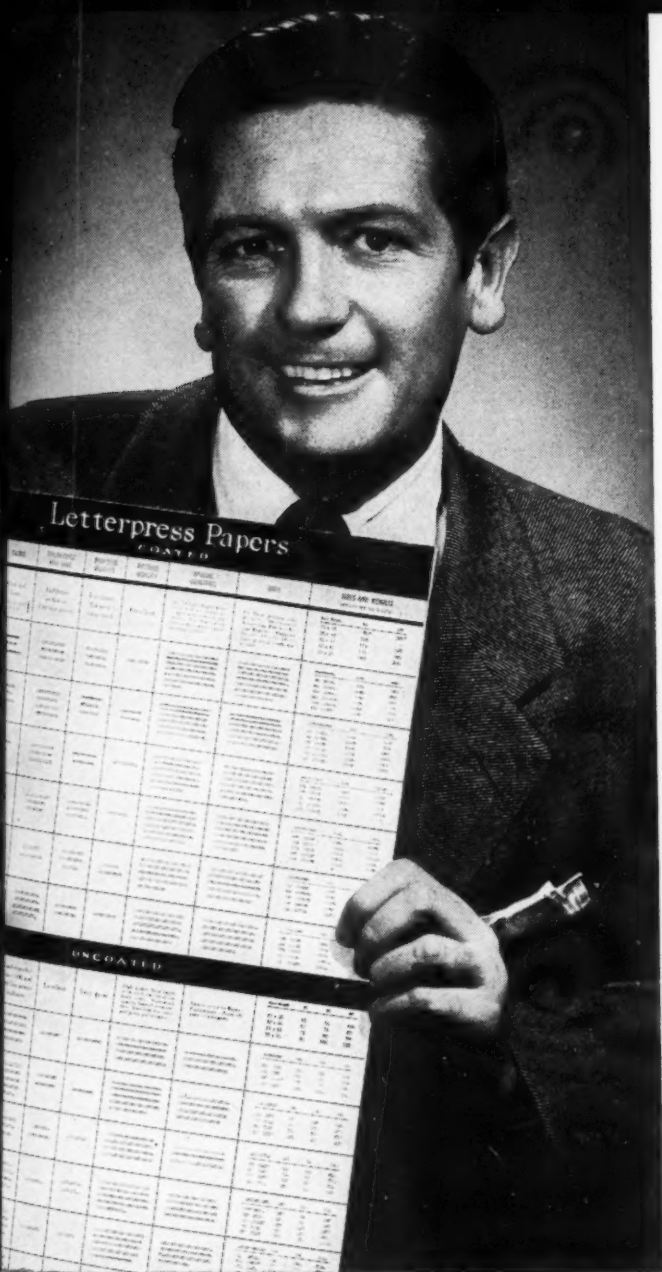
CITY AND ZONE STATE

OXFORD PAPER COMPANY, 230 Park Avenue, New York 17, N. Y.

Oxford Miami Paper Company, 35 East Wacker Drive, Chicago 1, Ill. • Mills at Rumford, Maine and West Carrollton, Ohio

for

Letterpress
Printers
and
Publishers
of
the
United
States
and
Foreign
Countries
are
interested
in
this
new
Oxford
Paper
Selector
Chart
which
will
help
them
select
the
right
paper
for
their
work.



OXFORD PAPERS

Help Build Sales



Oxford Papers in a full range of coated and uncoated grades are designed to help your printed products build more sales—they give an extra quality to the finished job that assures profitable results.

**YOUR OXFORD PAPER MERCHANT
IS A GOOD MAN TO KNOW**



Oxford Paper Merchants make it their business to meet your needs promptly—with paper that's *right* for your job. Get in touch with your nearest Oxford Merchant today—and ask for a copy of the new Oxford Paper Selector Chart. You'll find it useful—and you'll find him a good man to know!

Albany, N. Y.	W. H. Smith Paper Corp.
Augusta, Maine	Carter, Rice & Co. Corp.
Baltimore, Md.	The Mudge Paper Co.
Bethlehem, Pa.	Wilcox-Walter-Furlong Paper Co.
Boise, Idaho	Blake, Moffitt & Towne
Boston, Mass.	Carter, Rice & Co. Corp.
Buffalo, N. Y.	Franklin-Cowan Paper Co.
Charlotte, N. C.	Caskie Paper Co., Inc.
Chattanooga, Tenn.	Bond-Sanders Paper Co.
Chicago, Ill.	Birmingham & Prosser Co.
	Bradner, Smith & Co.
Cincinnati, Ohio	The Johnston Paper Co.
	The Whitaker Paper Co.
Cleveland, Ohio	The Cleveland Paper Co.
Columbus, Ohio	Scioto Paper Co.
Dayton, Ohio	Cincinnati Cordage Co.
	The Whitaker Paper Co.
Des Moines, Iowa	Birmingham & Prosser Co.
Detroit, Mich.	Chope Stevens Paper Co.
Fresno, Calif.	Blake, Moffitt & Towne
Hartford, Conn.	Green & Low Paper Co., Inc.
Indianapolis, Ind.	MacCollum Paper Co.
Jacksonville, Fla.	Jacksonville Paper Co.
Kalamazoo, Mich.	Birmingham & Prosser Co.
Kansas City, Mo.	Birmingham & Prosser Co.
Lincoln, Neb.	Western Newspaper Union
Little Rock, Ark.	Roach Paper Co.
Long Beach, Calif.	Blake, Moffitt & Towne
Los Angeles, Calif.	Blake, Moffitt & Towne
Louisville, Ky.	Louisville Paper Co.
Lynchburg, Va.	Caskie Paper Co., Inc.
Manchester, N. H.	C. H. Robinson Co.
Memphis, Tenn.	Louisville Paper Co.
Miami, Fla.	Everglades Paper Co.
Milwaukee, Wis.	Allman-Christiansen Paper Co.
	Sensenbrenner Paper Co.
Minneapolis, Minn.	Wilcox-Mosher-Leffholm Co.
Nashville, Tenn.	Bond-Sanders Paper Co.
New Haven, Conn.	Bulkley, Dunton & Co., Inc.
New York, N. Y.	Baldwin Paper Co., Inc.
	Bulkley, Dunton & Co., Inc.
	Green & Low Paper Co., Inc.
	Miller & Wright Paper Co.
	The Whitaker Paper Co.
Oakland, Calif.	Blake, Moffitt & Towne
Omaha, Neb.	Western Paper Co.
Philadelphia, Pa.	Atlantic Paper Co.
	Wilcox-Walter-Furlong Paper Co.
Phoenix, Ariz.	Blake, Moffitt & Towne
Pittsburgh, Pa.	General Paper Corp.
Portland, Maine	C. H. Robinson Co.
Portland, Ore.	Blake, Moffitt & Towne
Providence, R. I.	Carter, Rice & Co. Corp.
Richmond, Va.	Cauthorne Paper Co.
Rochester, N. Y.	Genesee Valley Paper Co.
Sacramento, Calif.	Blake, Moffitt & Towne
St. Louis, Mo.	Birmingham & Prosser Co.
	Shaughnessy-Kniep-Hawe Paper Co.
	Tobey Fine Papers, Inc.
St. Paul, Minn.	Inter-City Paper Co.
San Bernardino, Calif.	Blake, Moffitt & Towne
Salt Lake City, Utah	Western Newspaper Union
San Diego, Calif.	Blake, Moffitt & Towne
San Francisco, Calif.	Blake, Moffitt & Towne
San Jose, Calif.	Blake, Moffitt & Towne
Seattle, Wash.	Blake, Moffitt & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffitt & Towne
Springfield, Mass.	Carter, Rice & Co. Corp.
	Mill Brand Papers, Inc.
Stockton, Calif.	Blake, Moffitt & Towne
Tacoma, Wash.	Blake, Moffitt & Towne
Tampa, Fla.	Tampa Paper Co.
Toledo, Ohio	Paper Merchants, Inc.
Tucson, Ariz.	Blake, Moffitt & Towne
Washington, D. C.	The Mudge Paper Co.
Worcester, Mass.	Carter, Rice & Co. Corp.

Which are the QUALITY STATES for Luggage?

100 = the U. S. average. The % of 1947 total U. S. luggage sales is divided by % of the U. S. 1947 population:



MEN vs WOMEN AS NEWSPAPER READERS

Using the same techniques as followed in the A. R. F. Continuing Study of Newspaper Readership, the South Bend Tribune interviewed readers on its issue of February 20, 1949. Each person was asked, "How much time did you spend on reading this issue of the Sunday Tribune?" and, "How much time do you usually spend in reading the daily Tribune?"



PICTOGRAPH BY
Sales MANAGEMENT
5 - 20 - 49

Source: South Bend Tribune
5th Readership Survey



announcing the "round robin" sales manager quiz

Designed to help you

HERE'S THE PLAN. Each month we will ask questions in this space relating to sales management. The answers will appear in subsequent issues.

These quiz results, which you and other readers supply, will give you a line on how your sales operations compare with other companies. You'll get facts which we feel will prove useful to you.

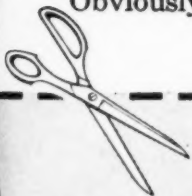
BUT—WE NEED YOUR HELP!

Obviously, this plan can be successful

only with the cooperation of men, like yourself, with jobs having sales responsibilities.

So will you please take the few seconds necessary to fill in your answers to the questions below. Mail the coupon to Round Robin Quiz Editor, Sales Service Department, McGraw-Hill Publishing Company.

Look for the results in this section of Sales Management—and thanks for your help.



FILL OUT—TEAR OFF—AND MAIL THIS COUPON TO US TODAY

How many outside salesmen does your company employ? _____

When you hire a man for an outside job, do you put him into the field immediately? Yes ☐ No ☐

If no, how long a period do you wait before putting him into the field? _____

How much does it cost you to train a new salesman before he is assigned a regular territory? _____

How do you train a new salesman? (Please check below)

On the job as a junior salesman ☐

On the job as a regular salesman ☐

Have him work inside on sales details ☐

Send him out under the supervision of another salesman ☐

Have him work in the various departments

and divisions throughout the company ☐

Conduct or have him attend regular classes ☐

Other methods, please specify _____

McGraw-Hill Publishing Company, Inc.

330 West 42nd Street, New York 18, N. Y.



Advertisement

The IMMEDIATE MARKET for TV

As of January, 1,050,000 television sets had been sold in urban areas where TV exists or is projected. In these areas the potential is 22,300,000 homes now owning one or more radio sets.



Source: Continuing Television Survey,
Sylvania Electric Products Co.

How DEALERS use TV

In March, 49 companies sponsored network TV shows; 267 national accounts used on a regional or selective basis; 711 retailers used the medium.

TYPE OF DEALER	TV RETAIL SPONSORS
APPLIANCE (includes radio and TV)	27.5%
AUTOMOTIVE	12.0%
CLOTHING	8.7%
BANKS	8.3%
DEPARTMENT STORES	8.3%
FOOD	7.1%
PERSONAL SERVICES	6.6%
HOME FURNISHINGS	5.0%
HOTELS & RESTAURANTS	2.8%
JEWELRY	2.1%
ALL OTHERS	11.6%



PICTOGRAPH BY
Sales MANAGEMENT
5-20-49

Source: Sponsor Magazine 4/11/49



Promotion

"Impact 1949"

The *St. Louis Globe-Democrat* has brought its last year's Impact Story up-to-date with the latest market, circulation and milline rate figures. It's the complete story on the *Globe-Democrat*; since a limited supply is on hand address your requests on company stationery to the newspaper's National Advertising Department, St. Louis, 1. Figures have been compiled from S. M.'s *Survey of Buying Power*, the U. S. Bureau of Census, and others.

Milwaukee Again

The 1949 Comparative Report, the 26th; a Consumer Analysis by *The Milwaukee Journal*, covering the Greater Milwaukee market, is off the presses. It is designed to serve manufacturers and advertisers in nearly all lines of business, covers everything, literally, from soup to nuts where consumer buying is concerned. There's a complete breakdown of the market, adults in households, ages, automobile ownership, cosmetic buying habits, etc. The report is available from the newspaper and contains a sample questionnaire.

The Department Store Market

Department Store Economist has an interesting booklet on the multi-billion dollar Department Store Market. . . . According to the 1939 Census, revised in September, 1941, there were 69,194 department, dry goods, general merchandise, family and women's ready-to-wear stores in the U. S. Of these, only 7,175 did an annual volume of \$100,000 or better. The magazine prepared this promotional piece to clarify the position of the department store, its business and its purchases. Included: Information on *Department Store Economist*, with a breakdown on its circulation. Write Chilton Co., Inc., 100 East 42nd St., New York, 17, N. Y.

Los Angeles Market Data

For the continuing statistical file, prepared by the Business Research Division of the *Los Angeles Herald-Express*, there's a new section available. This covers the Southern California Distilled Spirits Market and is marked "Bulletin No. 4." The sale and distribution of liquor in the 11 counties of Southern California was broken down through the sales of California State excise stamps, tabulated country by county.



The TROY Market

TROY

PLUS

Watervliet—Green Island
Cohoes—Waterford

5 Communities Within a 3½-Mile
Radius Provide

122,000 Consumers

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.

Unions Square Away in Battle For Insurance Salesmen

Communism is a major issue in the current fight among three unions, each of which is seeking to represent industrial insurance agents. Metropolitan, John Hancock, and Prudential are the big-name companies involved in the squabble.

All has not been well with unionization of industrial life insurance salesmen. After reaching a rather high peak up to October 1948 there has been a series of snarled developments.

The big issue is union representation: What unions will represent industrial life insurance salesmen?

Industrial life insurance salesmen are those who sell Industrial, Ordinary and Group insurance. They receive commissions on both sales and collections.

The union initially involved is the Industrial Insurance Agents' Division of the United Office and Professional Workers of America (CIO), claiming a membership of more than 42,000 salesmen in a number of major insurance companies and in several less known companies. To name a few: In the Metropolitan Life Insurance Co. it claims some 11,000 members in 11 states. In John Hancock Mutual Life Insurance Co. it claims more than 5,000 throughout the country; in The Prudential Insurance Company of America, approximately 14,500 members in 31 states.

Prudential a Target

Center of the snarl has been The Prudential Insurance Company of America, with headquarters in Newark, N. J. Its first contract with UOPWA was signed in 1943, renewed in 1946, expired October 1, 1948.

One of the most significant developments was a threat of a strike when the Prudential contract expired. Prior to that time, according to union officials, the union had tried to negotiate a new contract. These efforts were of no avail, however, even though the UOPWA was supported by requests from policyholders' committees, urging not only immediate negotiations, but demanding "a \$15 weekly increase in pay to meet the rise in cost of living" and "a \$65 minimum salary..."

The strike never materialized as planned.

Looming large in the controversy is the question of whether a union really can be required to sign an anti-Communist affidavit, under the Taft-

Hartley Act, as a condition before negotiating a new contract.

According to the Prudential management, before the contract expired, several thousand Prudential salesmen revolted against UOPWA leadership. Said Orville E. Beal, vice-president in charge of the District Agencies Department: "Communist control of the United Office and Professional Workers of America is the principal obstacle that prevents Prudential from bargaining with a group of its industrial agents at this time (September 30, 1948)."

3 Unions Contest UOPWA

As a result of several thousand Prudential salesmen revolting against UOPWA leadership, three right-wing unions challenged the right of UOPWA to represent all or part of Prudential salesmen in 31 states. These four unions have claimed to represent a majority of the Prudential industrial life insurance salesmen:

1. United Office and Professional Workers of America (CIO). It was first recognized in 1943 as bargaining representative, and represented the salesmen in 31 states under the contract which expired October 1.

2. National Federation of Insurance Agents' Council (AFL). This union is now the certified bargaining representative for the Prudential industrial salesmen in Delaware, Maryland, Virginia, the District of Columbia, and the cities of Toledo and Bryan, O. It has filed petitions with the NLRB for certification in Georgia, North Carolina, Rhode Island, and Oklahoma.

3. International Union of Life Insurance Agents (Independent), now certified bargaining representative in Wisconsin, Minnesota, and Ohio (except the cities of Toledo and Bryan). It has demanded that the Prudential bargain with it, and not with UOPWA, for salesmen in Indiana, Illinois, and Iowa, and has petitioned the Labor Board for certification.

4. United Paperworkers of America (CIO), which is generally regarded as a right-wing union, up until

recently had a petition for certification before the Labor Board, asking to be certified as bargaining representative for all Prudential industrial salesmen in all 31 states. Subsequently, however, it withdrew its petition.

NLRB Gets the Case

The jurisdictional part of the case was put before the NLRB. With petitions pending, the Prudential cannot legally bargain with any union for salesmen in disputed states.

Things came to a head March 26 when NLRB announced the result of an election involving approximately 14,500 Prudential salesmen. None of the three unions contending for the right to represent Prudential salesmen polled a majority of the votes cast:

The National Federation of Life Insurance Agents' Council (AFL) won 5,337 votes. The United Office and Professional Workers (CIO) received 4,540 votes. The International Union of Life Insurance Agents (Independent) received 3,149. Another 345 were either void or challenged.

A run-off election between the two top unions, is now necessary.

The vote also influenced representation elections involving more than 5,000 industrial insurance salesmen for the John Hancock Mutual Life Insurance Co. and some 11,000 salesmen in 11 states for the Metropolitan Life Insurance Co.

Meanwhile, before the John Hancock election April 18, Orville E. Beal stated that "UOPWA filed baseless unfair labor charges against the company . . . thus preventing an immediate run-off election."

Now (the last report to come in), according to the New England regional group of the National Labor Relations Board, in a nation-wide poll which began on April 18, the John Hancock industrial life insurance salesmen have indicated a preference for the UOPWA as their bargaining representative over the National Federation of Insurance Agents' Council (AFL). Of the 5,800 votes cast, the Board states, 3,088 favored the CIO union and 2,240 favored the AFL union, with the balance scattered.

What will happen in the Prudential run-off election (which is expected to be held in about 60 days) is anybody's guess. A detailed report on unionization of industrial life insurance salesmen will be published in a forthcoming issue of SALES MANAGEMENT.



How to change a Nation's Habits

WHEN the National Safety Council wanted a new, more effective way of saying "Be Careful!" to millions of Americans, it came to Puck, The Comic Weekly.

The problem was to make people read the safety messages with more interest than ever before. And the goal was to influence people, change their habits, make them think along new lines, give them new attitudes.

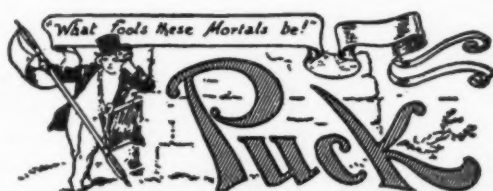
That's why the National Safety Council chose the familiar little characters who, for a generation have pranced through the editorial pages of Puck, The Comic Weekly, and into the hearts of all America. The familiarity of millions of people of every age with Dagwood and Blondie, Popeye,

Jiggs and Maggie, Barney Google and Snuffy Smith, The Katzenjammer Kids and other world-famed Puck characters... their acceptance into the home life of families until they are virtually living persons... made them the perfect persuasive force.

Puck, The Comic Weekly and the Sunday Comic Section of the Philadelphia Bulletin are distributed through 16 great Sunday newspapers, reaching 8,250,000 families in 7400 places of more than 1000 population and a multitude of smaller places as well.

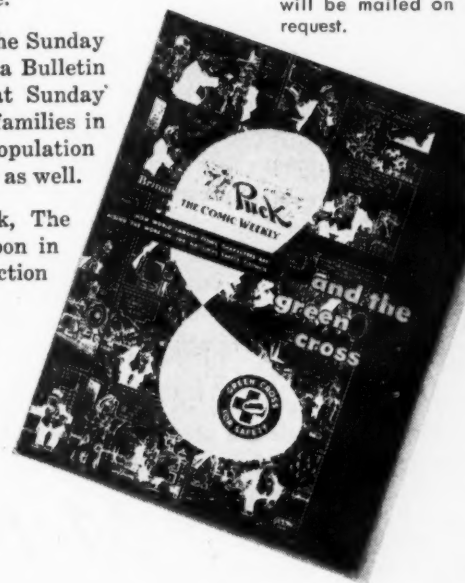
Today, more than ever, Puck, The Comic Weekly, is a tested weapon in helping business move people to action... in helping it to SELL.

This brochure "Puck and the Green Cross", describing the National Safety Council's unique use of Puck characters, will be mailed on request.



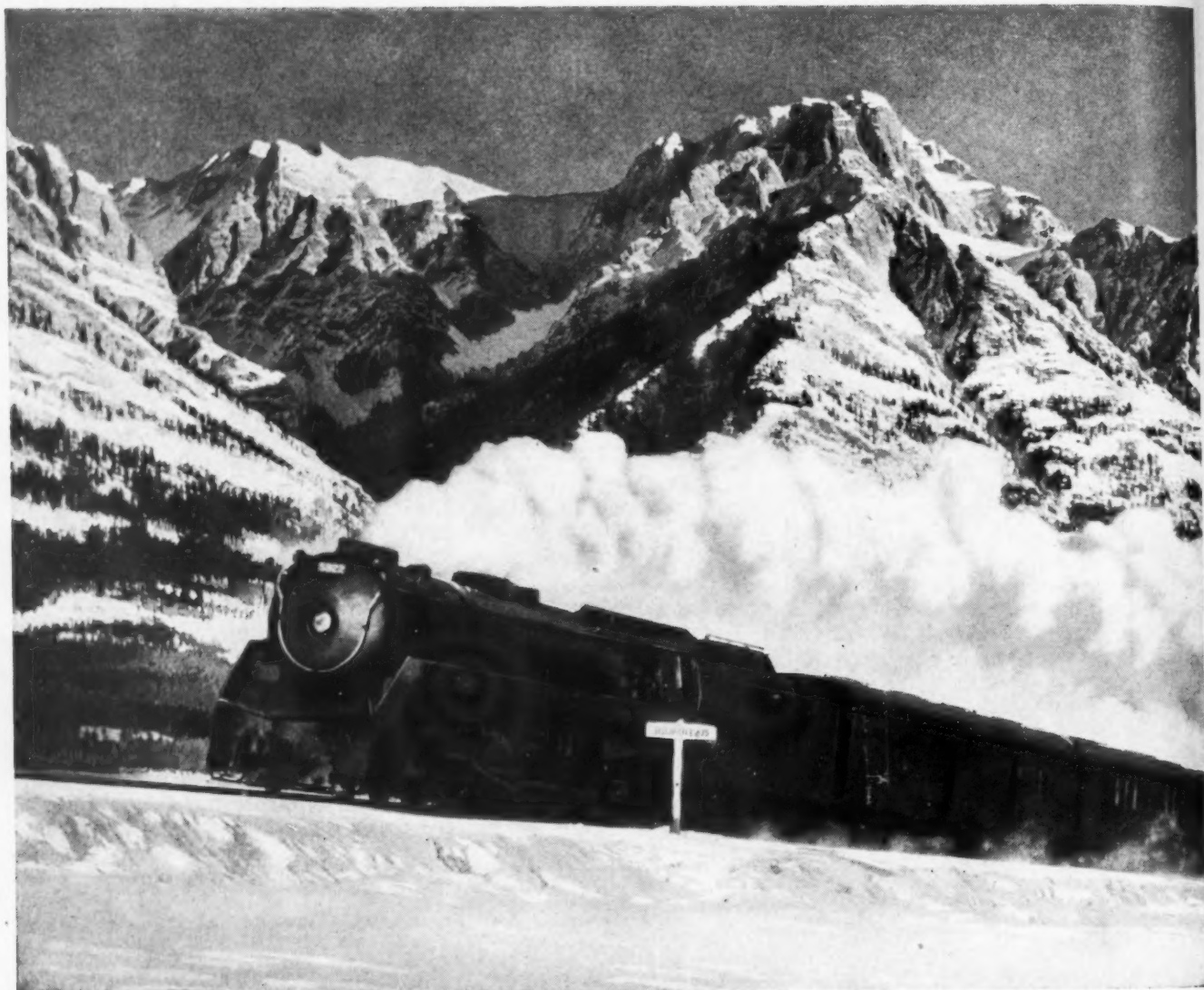
THE COMIC WEEKLY

Read by more than 18,000,000 adults



The Only NATIONAL Comic Weekly — A Hearst Publication... 63 Vesey Street, New York; Hearst Building, Chicago

MAY 20, 1949



Will your ads make the grade this year?

Advertisers everywhere seem agreed on one important point: from here on ads must pack more "sell".

And that means more than "sharper, keener messages". It means putting them before *more* people, in *more* places where *more* goods are bought.

If you want assurance that *your* ads will make the grade this year, put them

in the 26 locally edited Sunday Picture Magazines of Metropolitan Group.

Collectively, these Magazines reach 38,000,000 readers in 15,000,000 families, coast to coast. In the nation's 138 metropolitan areas—where 64 per cent of all goods are bought—they reach 520,000 out of every million families. *Plus* 4,000,000 families in prosperous small-town America!

Because Metro's 26 Sunday Picture Magazines are *locally* edited, they enjoy, according to all available studies, the highest average inside page readership of anything in print.

Thus you can buy with one order, one piece of copy and one bill, Metro's 26 Sunday Picture Magazines and reach —per \$ invested—*more* people in *more* places where *most* goods are bought.

Metropolitan Group of Sunday Picture Magazines

These are the
Sunday Magazine
picture sections of
Metropolitan Group

ATLANTA *Journal*
BALTIMORE *Sun*
BOSTON *Globe*
and/or *Herald*
BUFFALO *Courier-Express*
CHICAGO *Tribune*
CINCINNATI *Enquirer*
CLEVELAND *Plain Dealer*
DES MOINES *Register*
DETROIT *News*
and/or *Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*
MINNEAPOLIS *Tribune*
NEW YORK *News*
PHILADELPHIA *Inquirer*
PITTSBURGH *Press*
PROVIDENCE *Journal*
ST. LOUIS *Globe-Democrat*
and/or *Post-Dispatch*
ST. PAUL *Pioneer Press*
SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*

CANADIAN PACIFIC RAILWAYS

Unlike other national media, Metropolitan Group is a national network of twenty-six (26) locally owned, locally edited, locally powerful Sunday picture magazines . . . printed in *Gravure* for 15,000,000 families.

Their local ownership, local viewpoint, local editing, local power, add up to the greatest local patronage and popularity accorded anything in print.

ASK FOR FACTS AND FIGURES AT ANY METRO OFFICE

220 EAST 42ND STREET
NEW YORK 17, N. Y.

TRIBUNE TOWER
CHICAGO

NEW CENTER BUILDING
DETROIT

155 MONTGOMERY ST.
SAN FRANCISCO

448 SOUTH HILL STREET
LOS ANGELES

College Work-Study Plan Cuts Trainee Turnover

Based on an interview by William S. Allen with

A. R. (BERT) JAQUA

Director, Institute of Insurance Marketing,
Southern Methodist University

At Southern Methodist University's Institute of Insurance Marketing, salesmen alternate between classes and field work in their home territories. Their sales are almost double the national average, turnover only one-third.

Life insurance agents now go to college.

As selling gets tougher, as the cost of recruiting, hiring and training salesmen gets higher, life insurance companies find that it pays to send recruits to a school of salesmanship, rather than train them themselves.

Whether this is a trend for all salesmen, or even for all life insurance salesmen, remains to be seen. Results have been excellent at the two universities now conducting insurance marketing courses.

Three years ago A. R. (Bert) Jaqua started the first University Insurance Marketing course on a one-year basis at Purdue University, West Lafayette, Ind. It was an adult vocational course for agents already in the life insurance business and licensed by a legal reserve company. No college credit was allowed. The course was under the supervision of the Extension Department of the University. Student agents spent 18 weeks on the campus, split into three sections of six weeks each. Between classes they went back to their agencies and sold insurance, reporting weekly to the school.

With the pattern established and the Purdue course operating successfully, Mr. Jaqua moved to Southern Methodist University, Dallas, Tex. In Dallas, a non-profit corporation was formed, The Institute of Insurance Marketing, affiliated with Southern Methodist University, with college credit for work done. The Institute pays its way solely from tuition. It has its own faculty but draws upon the University for special lecturers.

Before starting these schools, Mr. Jaqua had eight years' experience as a specialty salesman of merchandise

and as a life insurance salesman, and 17 years as editor of a sales service for life insurance men. During the past three and one-half years, 548 agents, representing 73 different life insurance companies from 33 states have studied under him. He says:

"Many years ago the University of Cincinnati worked out a five-year plan whereby engineers could take a 'Co-op' course, spending part time on the campus and part time on the job. Ours is the same idea for salesmen, but only for a year and with no academic trimmings. Our course is practical. Our objective is to develop better salesmen.

Training Cost: \$4,200 Per Year

"One of our sponsoring companies says that it costs \$4,200, aside from any salary or commission, to find, select, hire, train, and supervise a salesman for a year. If that investment is to be profitable, a salesman has to sell a fair volume and has to stay with the company longer than a year. Yet records for the Nation show that nearly one-half of all insurance recruits terminate insurance employment within two years."

Terminations of students taking the new insurance marketing course have been about one-third the national average. Their average volume of sales is almost double the national average. Their average sale is not quite double the average for all insurance salesmen. Customer satisfaction, as judged by repeat sales and persistency in continuing to pay for the policy purchased, is very high.

Students average 27 years of age. Two-thirds are married and two-thirds are veterans with tuition and books paid for through the Veterans Administration. They come from as

Head and Shoulders ABOVE THE CROWD



Wealthy, responsive Siouxland comprises one of the nation's largest inland markets. Parts of four states, it can be reached in its entirety only with ONE medium.

- ★ Saturation coverage of metropolitan Sioux City, Iowa, daily and Sunday.
- ★ Leading 99% of all cities in the nation in per capita income.*
- ★ Second city in the nation in per family buying income*
- ★ 55 wealthy farm counties with concentrated coverage at the "Heart of Siouxland."
- ★ More than 1¼ billion dollars effective buying income.*
- ★ 233,586 responsive families.
- ★ It's your only effective one medium coverage of this major Midwest market. Check to see that you're boosting this year's sales with . . .

*Survey of Buying Power, Sales Management, 1948

The Sioux City Journal

JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco

far east as New York, as far north as North Dakota, as far west as Seattle and California, as far South as Florida and Hawaii. About one-fourth represent large life insurance companies; about one-fourth represent medium-size companies; about one-half come from what would be called small companies.

"It is a bit astonishing," says Mr. Jaqua, "but the first thing we have to do with a new class is to sell them on the service they have to offer—prove that they have a product worth the price. This is true regardless of their previous experience. We have many students with five or 10 years of insurance selling back of them.

How To Find Prospects

"Second, few salesmen are naturally good prospectors. Perhaps the biggest job of the sales manager is to tell his men where to go, and why. To get agreement on the real problems, not necessarily the obvious problems, is the measure of the great salesman. We believe it is important for men to know all of the situations or problems for which life insurance is the best solution and to be alert to them. We spend a lot of time on prospecting."

To do a good job for a client, Mr. Jaqua points out, certain technical knowledge is necessary. Certain selling skills are essential, too.

"During the war the Air Corps discovered that faster progress was made in developing pilots when they divided their course into 'formal knowledge' and combat training. We do the same thing," says Mr. Jaqua.

"If a man knows policies, how to correlate Social Security and National Service Life Insurance with regular insurance, knows something about wills and trusts and taxes and settlement options and business insurance, he has the same confidence and morale that the paratrooper and pilot and commando had. He knows, and knows he knows.

"Formal instruction can be given by any competent person. But combat training, skill in persuasion, sales talks, answers to objections, when and how to close, this must be taught by a salesman who has sold, who has pounded the pavement, ridden the trains, taken the knocks, written the orders. Good salesmen will quickly pick the men from the boys among sales instructors when it comes to close order drill in actual sales demonstrations."

The one-year insurance marketing course calls for 10 weeks on the campus, 42 weeks selling with weekly reports to the school. First comes five

SALES MANAGEMENT

weeks of Basic Class. Students room in a renovated Army nurses' building, eat at the University cafeteria. Class hours in the morning are from 8 to 12; in the afternoon, from 1 to 2; evening study requires about three hours. After Basic, students return to their own territories for about six months, reporting each week on calls, interviews, sales, new projects.

After that there are five weeks of Senior Class, covering programming, business insurance, taxes, wills. Not all return for this class. A few are satisfied that they know enough. Some are making too much money to leave and some are not making enough. Again the student returns to his territory, reporting for the balance of the year. Those who have satisfactorily completed all work receive a certificate and are entitled to 10 hours' college credit.

Twice each year a Graduate Seminar for two weeks is held. This is Advanced Underwriting, mainly Estate Analysis. Students report that swapping ideas and plans in the dormitory "bull sessions" at night is worth a great deal.

Tuition is \$275 for the year. Books cost about \$75. Room rent is \$10 a week, food about \$12.50. The company, agency and agent usually split the cost, including transportation. Salaries or advances are continued while the salesman is in class, because his extra production more than makes up for time spent there.

Speech Training

"We cover subjects ordinarily not considered essential in sales training," says Mr. Jaqua. "Forty minutes a day are spent on speech training. We want students to learn to talk clearly and to the point, to organize the sales talk whether to an individual or a group. Three hours are devoted to development of personality, manners, dress, drinking, health, posture, study. Three hours are spent on a personal financial program: Why be an economic illiterate? One of the best hours is given over to a guest lecturer who describes the way great religious leaders worked and persuaded. He then compares their techniques with the work of a life underwriter.

"One of our jobs is to raise the salesman's sights, to get him above his past plateau of production. Many men, when they enroll, are selling just enough to get by financially. This is a common rut for salesmen. Three items which tend to jar men out of such half-contented complacency are: (1) to have former graduates tell of top production; (2)

to listen at night in the dormitory to those students whose volume compels respect; (3) to demonstrate in class selling methods which can be used only by knowable salesmen on well-to-do prospects.

"Some salesmen are said to be lazy, but often few calls are the result of few prospects, not laziness, so we try to get company, agency and student to cooperate in finding prospects. This is accomplished by advance mailings, by referred leads, by cold canvass, by working in certain groups. Another reason for waste of time is that many salesmen are not aware that time can equal money. Our records of calls made and sales made show that on the average, a call is worth \$3.82 in commissions. Once a salesman believes that, he will make calls."

Three questions might well arise in the minds of sales managers, Mr. Jaqua points out:

1. Will other Universities establish similar sales schools for insurance men?

2. Does this type of training merit its cost?

3. Is this type of training worth while for industry, for real estate, automobile, soap, flour salesmen?

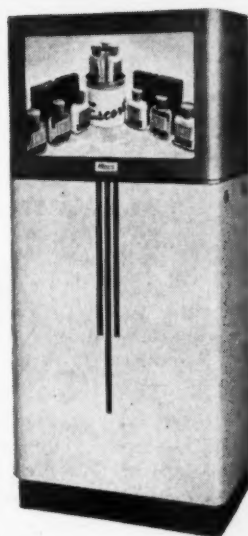
Mr. Jaqua says the answer to the first question is that a number of universities have inquired as to possibilities. Many now have under-graduate courses in insurance, usually in the business administration department, but hesitate to install purely vocational schools. It also is difficult to hire, at reasonable salaries, adequate instructors.

Is the course worth what it costs? No one knows, but the Research Bureau of the life insurance business, the Life Insurance Agency Management Association in Hartford, Conn., is now studying its worth. Several companies and a number of agencies now send every new agent to the school, indicating their belief that it is less expensive to educate and do preliminary training in a group rather than individually.

Could industry use this same training plan? Mr. Jaqua believes that it can. "If selling is a career," he asks, "then wherein does the education and preliminary training required differ from that for a doctor, lawyer, typist, barber, except in degree and form? All selling is more alike than it is different. The art of persuasion knows no product. Principles of selling are the same whether you are distributing soap, politics, religion, Red Cross, or life insurance. Why not train them in the same school to use the most productive prospecting and sales ideas?"

Promote YOUR PRODUCTS AND SERVICES AUTOMATICALLY

30
2" x 2"
color
slides
are
magnified
upon the
large
ADMatic
cabinet
screen



ADMATIC automatically exhibits sharp, clear pictures or copy messages every six seconds even under bright over-head lights. Fool-proof, long life, sensibly priced. A "Natural" for point-of-sale promotion. Synchronized sound attachment available. Write for circular and price.

ADMATIC PROJECTOR COMPANY
111 West Jackson Blvd., Chicago 4, Ill.
ADMATIC OF CANADA, 69 York St., Toronto

SALES INCREASE 14.6%**
ADVERTISING IS 5 TIMES
AS EFFECTIVE**

When you use

Artkraft[®]
SIGNS

Certified 999/1000 perfect over a period of years. Used by America's leading merchandisers.

Artkraft[®] Sign Company

Division of Artkraft Manufacturing Corporation
1137 E. KIBBY ST. LIMA, OHIO, U.S.A.

- () Please send, without obligation, details on Artkraft[®] signs and instructions on how to set up a successful dealer sign program.
- () We are interested in a quantity of outdoor dealer neon signs.
- () We are interested in a quantity of Porcel-M-Bos[®] store front signs.

NAME
FIRM
CITY



QUALITY PRODUCTS FOR OVER A QUARTER CENTURY

* Trademark Reg. U.S. Pat. Off. ** Proved by actual audited records.

A Call-Report System For Small Sales Staffs

BY JOHN M. TRYTTEN

It requires only two forms, the call-report and the prospect file cards. Filing system provides for an automatic tickler.

Here is a call-report and follow-up system that: (1) calls for a minimum of work on the part of both salesman and sales manager; (2) offers nearly foolproof follow-up from both office and salesman; (3) requires only two simple, inexpensive forms in its operation.

Salesmen, by the nature of their business, can not always be gauged solely by their record of orders taken. Yet this system enables the sales manager or a new salesman at any time to review and evaluate at a glance a salesman's progress with any account.

Physically, the system is comprised of three parts:

1. The call-report form.
2. The customer or prospect folder.
3. The file drawer or box for these folders.

The call-report form is a 6" x 4" slip of paper, ruled, if desired. One of these is filled out for each call made

by each salesman. The customer's or prospect's name is entered on the first line followed by the address and city, and the correct initials and name of the person interviewed. At the right go the date of the call, the initials of the salesman, and the date of the proposed re-call, in that order.

The space below the ruled lines is used for a summary of the call, outlining salient points discussed, any commitments made on either side, etc. The last paragraph, separated from the foregoing summary, is reserved for notations requesting action or follow-through from the home office. This completes the call report.

Call reports are typed or written in duplicate by the salesman, one for his file and one for his manager. Each keeps them in chronological order in a folder. A prospect folder (6" x 4") is prepared for each customer or prospect. On the front of the folder is

typed the name of the company, its address, including postal zone number, and the initials, names and titles of persons interviewed at this company. This material is first taken from home-office records and is corrected according to call reports submitted as calls are made.

On the front of the folder should appear a list of the company's products, the name and address of the agency or clients, and the salesman's name.

Thus the customer folder, with its call reports and the information on the front, is a complete summary of the account up to the date of the last report filed in it.

Account folders may be kept alphabetically, geographically, or by salesman or territory. Since the system works best, however, with a few salesmen working relatively small territories, it has generally proved most satisfactory to file alphabetically.

A "tickler" or 1-to-31 file completes the system and constitutes the followup department. Each call report should contain the date of the proposed re-call if the salesman intends to call back. This report, instead of being filed in the account folder, is filed under the proper day in the tickler file. All that remains is for the salesman and his manager to dip into the tickler each day for reminder of the calls to be made for that day.

Reports calling for home-office action in their last paragraph are held out by the manager until the action has been taken—be it a letter from him to the customer, a quotation prepared, or a stray bit of information supplied the salesman, etc.

Naturally, a system such as this has definite limitations, and calls for intelligent application on the part of both salesman and manager. First, frequent calls on any one account soon cause the folder to fill up. Routine service calls, such as for delivery of proofs, are often made daily on accounts. In such cases, reports are generally asked for only when the salesman calls intending to sell, or the call results in information worth passing on in a call report.

When the salesman carries a line of standard merchandise stocked by his customer, this system is inadequate to report customer's inventory, to record each salesman's sales volume, and similar statistical data.

The system requires a sales manager who will read the reports thoughtfully and take appropriate and prompt action as is requested in them. It also requires salesmen who will appreciate the importance of informative and meaningful reports.



"Are you the aggressive type of salesman? Mr. Wilson says he can't stand two in a row!"



LIFE

The story of
4 YEARS,
\$50,000,000
AND **LIFE**

Turn Page

TODAY, an all-time high in efficiency has been achieved in the mechanical operations of publishing LIFE.

The story behind these improvements goes back to decisions TIME, Inc. management made nearly four years ago.

In the summer of 1945 we believed that America's postwar economy would undoubtedly dwarf prewar standards. And we believed that the demand for LIFE would grow right along with our expanding economy.

And so an intensive, long-range plan was organized, with the co-operation of printers and suppliers, to increase the productive capacity and improve the quality of TIME, Inc. publications.

Specifically, the goal was an increase from 30 billion pages to 52 billion pages a year, or 73%, to meet the anticipated circulation rise.

The program was divided into four general categories:

First, emergency measures to build up our paper supplies and printing capacity to overcome immediate postwar shortages.

Second, the construction of new buildings, printing presses, paper and ink machinery.

Third, a research program in our own laboratories to improve the mechanics and the quality of graphic arts.

Fourth, the development and installation of an entirely mechanized subscription service.

This program represents an investment of about \$50,000,000, shared by TIME, Inc., manufacturers, and suppliers. Except for research, which is continuing, the program will be physically completed early this summer, thus making still further improvements possible.

The always-increasing strength of LIFE's huge circulation (now approximately 5,400,000) has proved the rightness of the decision to expand. And the success of the program has led to many improvements in LIFE's manufacturing operations.

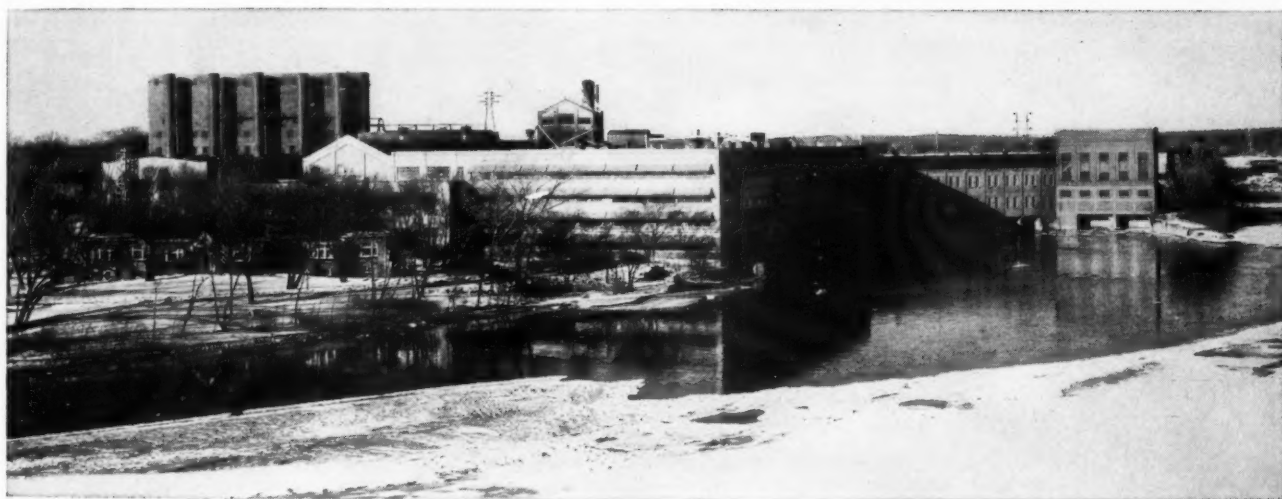
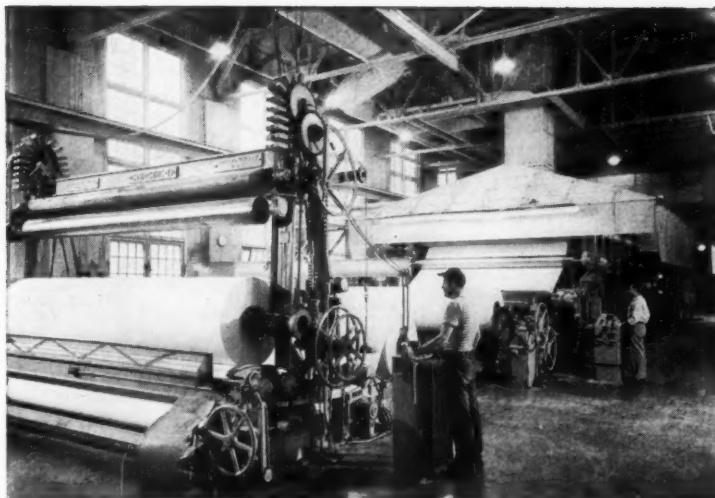
The summary of LIFE's expansion will show you the extent of the program responsible for remarkable new efficiencies in the mechanics of publishing LIFE.

4 YEARS, \$50,000,000 and LIFE

1. PORTLAND, ORE.

Conversion of a newsprint machine to machine coating, at the plant of Crown-Zellerbach Corp. near Portland, Oregon.

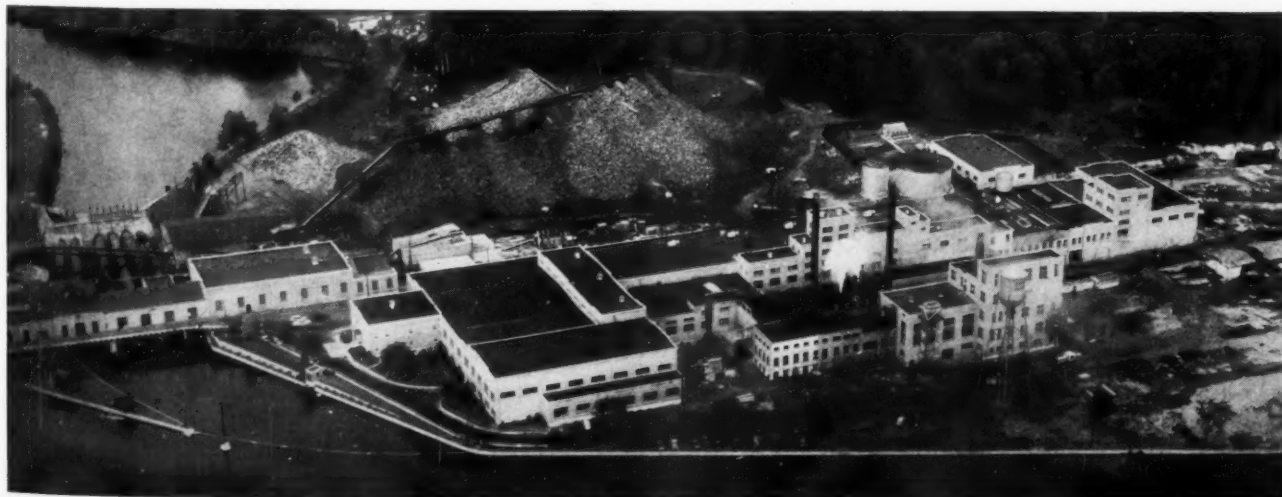
(This project started 1945—completed 1947.)



2. BIRON, WISC.

Conversion of 2 newsprint machines to machine coating, and the installation of a new high-speed coated paper machine at the properties of Consolidated Water Power & Paper Co. in Wisconsin.

(All projects started 1945—completed 1947.)



3. ESCANABA, MICH.

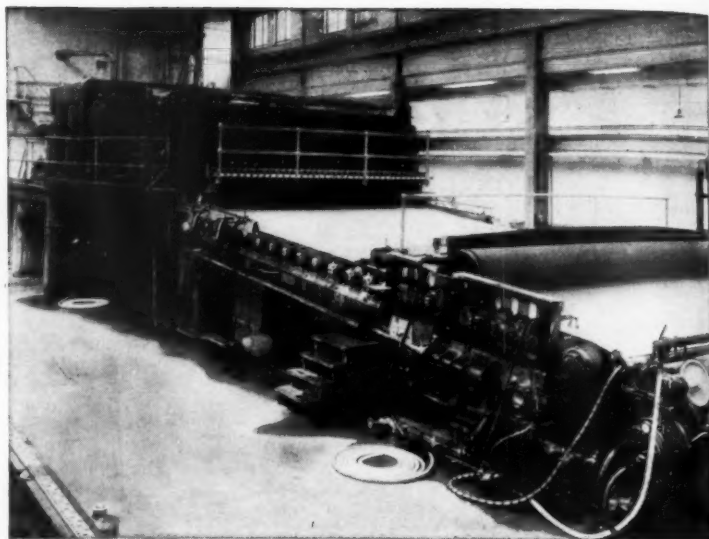
Conversion of a newsprint machine to machine coating at the Escanaba, Mich., plant of the Mead Corporation.

(This project started 1946—completed 1947.)

4. BUCKSPORT, ME.

Conversion of a newsprint mill at the Maine Seaboard Division of the St. Regis Paper Co. near Bangor, Maine.

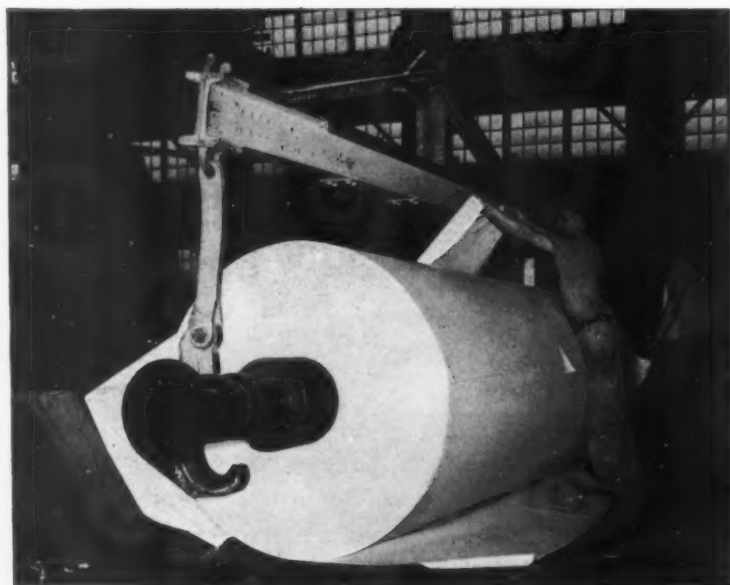
(This project started 1946—to be completed mid-1949.)



5. KALAMAZOO, MICH.

Construction of a coating mill at Kalamazoo, Mich., to coat raw paper stock. This mill will be turned over to St. Regis Paper Co. in mid-1949.

(This project started 1946—completed 1948.)



6. HOUSTON, TEXAS

Construction at Champion Paper & Fibre Co., Houston, Texas, of the first groundwood pulp mill in the South for use in book papers.

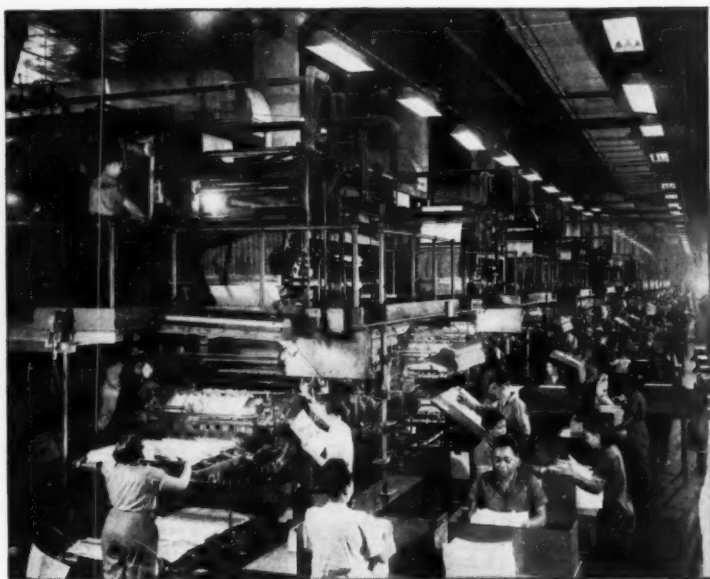
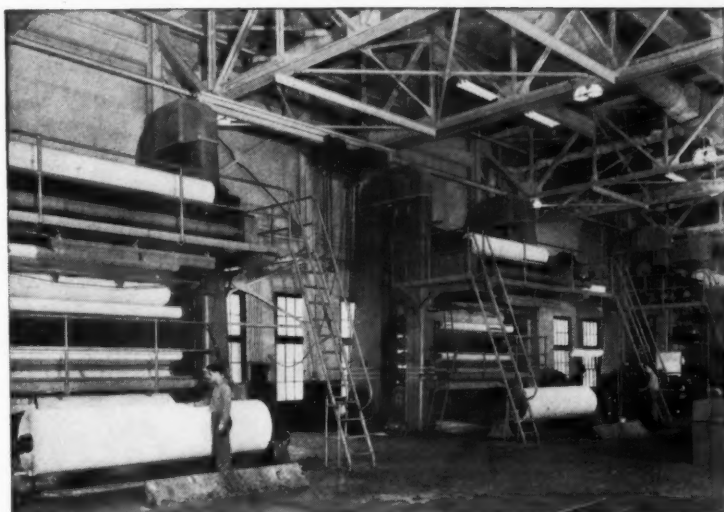
(This project started 1946—completed 1948.)

4 YEARS, \$50,000,000 and LIFE

7. DEFERIET, N. Y.

Conversion of two groundwood specialty machines at St. Regis Paper Co., Deferiet, N. Y., to machine coating.

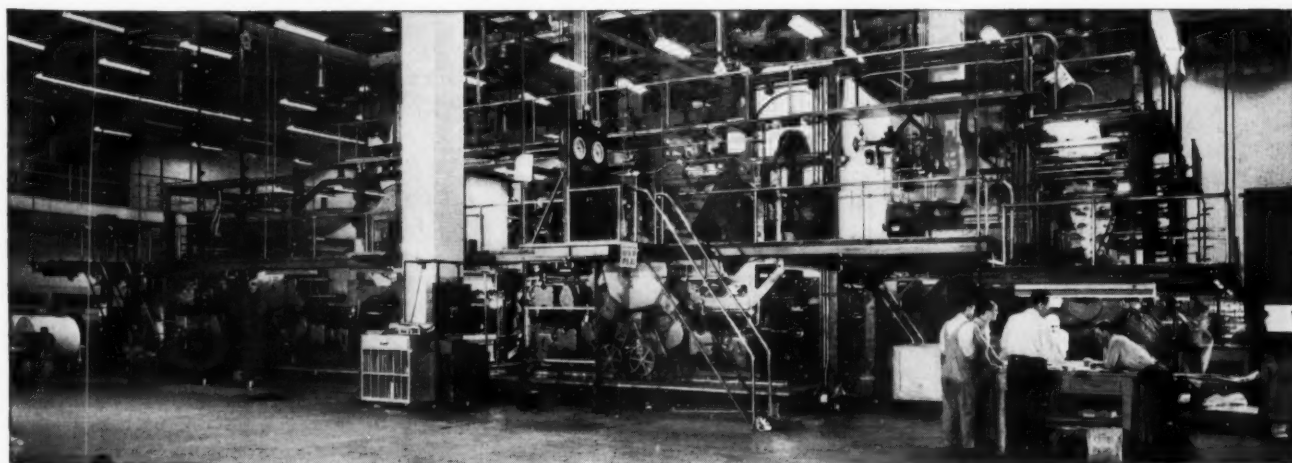
(This project started 1946—completed 1948.)



8. CHICAGO, ILL.

Construction of a new printing plant at the R. R. Donnelley & Sons Co. in Chicago, exclusively for the production of LIFE, which houses all the presses previously engaged in the production of LIFE, plus six new 2-color Hoe presses and six new double five-color Cottrell presses, and complete bindery.

(This project started 1945—completed 1948.)



9. CHICAGO, ILL.

Construction of a new printing plant at the American Colortype Co. in Chicago, and installation of two new double 5-color Goss presses.

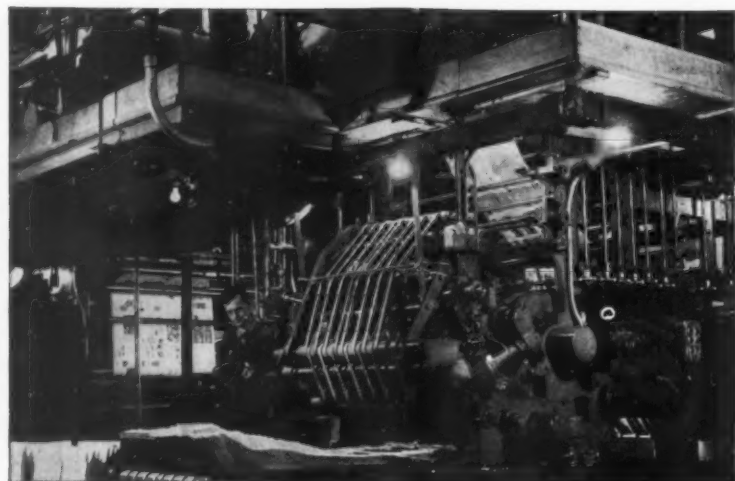
(This project started 1945—completed 1947.)



10. BUFFALO, N. Y.

Printing plant bought and altered to house two new 5-color Cottrell presses at the J. W. Clement Co., Buffalo, N. Y.

(This project started 1946—completed 1947.)



11. LOS ANGELES, CALIF.

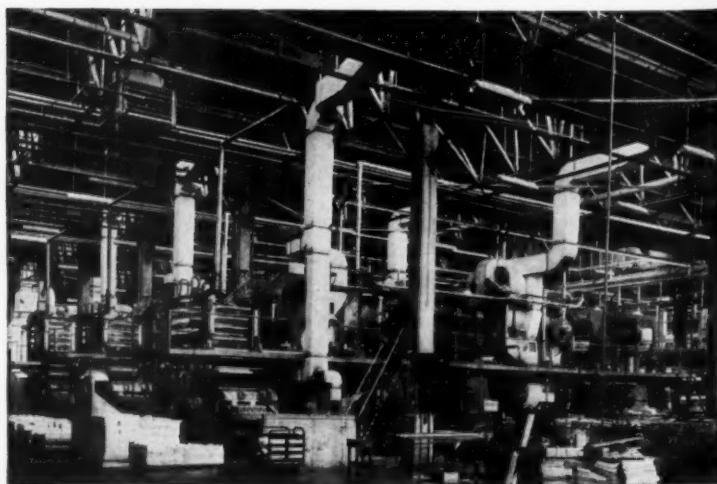
Construction of the new printing plant at Pacific Press, Inc., Los Angeles, now the largest on the West Coast, and installation of two 2-color Hoe presses, and complete bindery.

(This project started 1946—completed 1947.)

12. PHILADELPHIA, PA.

Construction of addition to printing plant of the Cuneo Eastern Press, Inc. at Philadelphia, and the installation therein of three new 2-color Babcock presses and complete bindery.

(This project started 1948—to be completed 1949.)



13. CHICAGO, ILL.

Construction of additional paper warehouse capacity at Chicago. Additional capacity has also been added at Los Angeles and Philadelphia.

(This project started 1947—to be completed 1949.)

4 YEARS, \$50,000,000 and LIFE

14. CHICAGO, ILL.

Construction of a new Sinclair & Valentine Co. ink manufacturing establishment at Chicago, to manufacture a portion of LIFE inks.

(This project started 1946—completed 1947.)



15. RIDGEWAY, N. J.

Construction of a new Sinclair & Valentine Co. color plant at Ridgeway, N. J., for the manufacture of some of the colors and intermediates used in LIFE inks.

(This project started 1946—completed 1947.)

16. CHICAGO, ILL.

Purchase of a modern office building at 540 No. Michigan Avenue, Chicago, and the installation of a new system of subscription handling based on the largest installation of IBM equipment for any publishing enterprise. This was followed by decentralization of portions of the operation to Marion, Ohio, and Denver, Colorado.

(This project started 1945—completed 1948.)

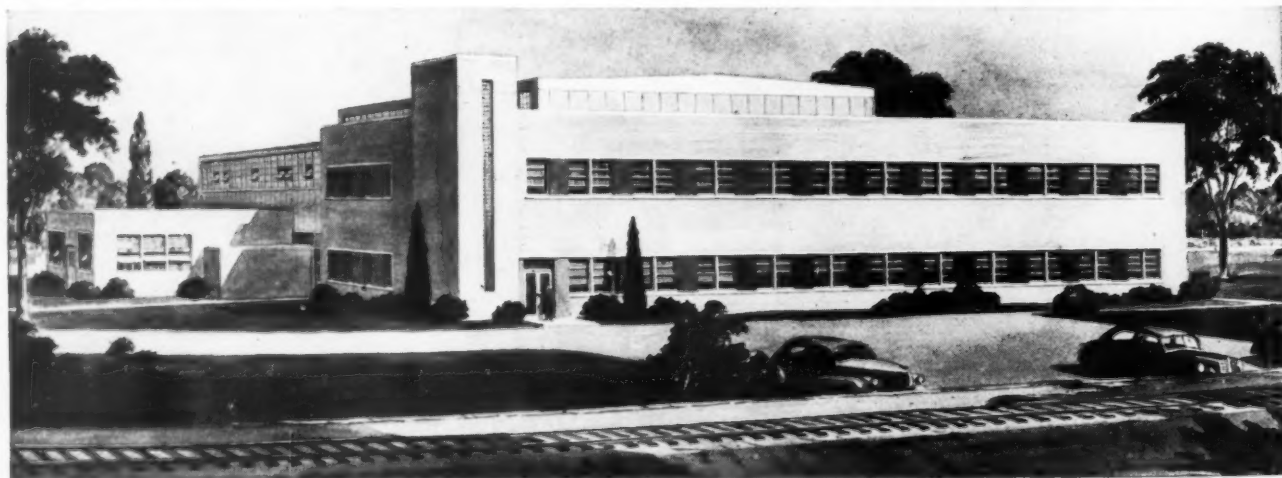


17. RESEARCH LABORATORIES

Kalamazoo, Michigan Research Laboratory, constructed and equipped . . . (project started 1945, completed 1947.)



Springdale, Connecticut Research Laboratory, constructed and equipped . . . (project started 1945, completed 1947.)



Already, research in the field of graphic arts is promising developments which will affect the efficiency of many of the installations in paper, printing, ink, and distribution and will inevitably soon make some of them obsolete and call for new productive investment.

Progress in these laboratories is being substantially aided by the co-operation of many of our large direct suppliers and such others as: Aluminum Com-

pany of America, American Cyanamid Company, The Austin Company, Corn Products Refining Company, Corning Glass Works, The Dow Chemical Co., E. I. du Pont de Nemours & Company, Eastman Kodak Company, Livermore & Knight Company, Radio Corporation of America, Raytheon Manufacturing Company, Union Carbide & Carbon Corporation.

LIFE



ON ROAD TO SALES: Whitman uses a variety of ways to make the presentation. The rolling showroom is equipped with a sound recorder, slide and motion picture projectors, samples for informal showings.

Prospects Far Away, Showroom Rolls to Them

Whitman Publishing's mobile sales salons take the arm
ache out of the sample case, bring line to prospect's door.

The first of 15 new mobile sales salons—which take the hotel sample room out of selling and bring the salesroom to the prospect—have taken to the road in recent weeks under auspices of the Whitman Publishing Co., a division of Western Printing Co., Racine, Wis.

Called Western Clippers, the new units provide distinctive display facilities to move Whitman samples and salesmen from one prospect to the next across the country. From experience thus far, J. C. Wiechers, Whitman sales manager, reports that the cars save time and materials, increase possibilities for sample displays and the size of orders, impress the prospect and provide effective settings for the company's varied printed lines.

Salesmen assigned to Clippers keep their own hours and make up in advance their own schedules. Customers or prospects are notified usually a week in advance by the salesman who says, "I expect to be in your city with my traveling display room and a complete line of up-to-date merchandise on or about _____." Pictures of the Clipper are enclosed. The Clippers are routed from Racine.

To get the most out of his equipment, the salesman familiarizes him-

self with his Clipper from stem to stern. The prospect usually is invited to ride the Clipper to a nearby park in his town, or similar quiet area, away from interruptions and confusion. It is well for the salesman to know in advance state and local restrictions concerning moving and parking of the sales car, although Clippers are built to conform to laws in all states.

The salesman makes his presentation to only one prospect at a time, although a large buyer may bring several store or department managers together; the Clippers are spacious enough for such accommodations.

Presentations are keyed to the type of store or prospect visited. Drug stores and gift shops may be interested only in restricted lines of cards and games, while variety, department and syndicate stores will be shown complete lines. Customers are encouraged to browse. Informality marks most presentations. An average of four prospects a day is maintained. Kodachrome slides are used effectively to show new art work, or lines not available by sample.

Clippers have an over-all length of 309 inches, 92 inches wide and 109

inches high. Display and storage compartment, a writing desk, radio, and divan room for eight persons are built in. Both driving and sales compartments are air-conditioned.

Coaches are mounted on a 148-inch wheelbase, powered by a Ford V-8 engine mounted transversely in the rear with a cruising speed of 55 and top speed of 60 miles an hour. Gross weight is 12,000 pounds.

Although the company has a considerable investment in the Clippers, Mr. Wiechers considers their use only a "plus" factor and not a substitute for intelligent selling or high quality products.

"The ideal situation," Mr. Wiechers points out "would be for each prospect to visit regularly our large display facilities at the plant. We are merely trying to carry as much of that ideal situation as possible to our customers. We believe they are appreciative of our efforts to make more efficient use of their time."



J & J Trains Retail Drug Salespeople to "Sell — As Customers Like It"



TREAT CUSTOMERS AS EYE-MINDED. Turn the store into a visual classified want book. This means departmentalization, assembling the different kinds of merchandise by use.



TREAT CUSTOMERS AS BRAND-CONSCIOUS. Overwhelmingly, says J & J, an impulse sale occurs because a customer sees merchandise that national advertising previously persuaded that customer to buy. Buy what customers want to buy.

ASK QUESTIONS THAT REVEAL THE WHOLE STORY. Friendly conversation helps expose opportunities for extra sales. Vacation talk can sell a First Aid kit.

GIVE PRODUCT INFORMATION WITH THE PRODUCT. The payoff on the wise use of "know-how" slips into high gear when this principle is intelligently applied.



With its 30-minute movie, Johnson & Johnson develops six basic techniques to revitalize sales abilities of retail drug personnel, putting them on the customer's side of the counter.

"Sell—As Customers Like It" is the title of a new sound motion picture which Johnson & Johnson is showing to retail drug personnel throughout the country to increase the effectiveness of retail selling methods in both independent and chain drug stores.

A major Johnson & Johnson project for 1949, the Sell—As Customers Like It program is directed by W. E. Sawyer, director of education, and is sponsored by the Merchandising Department, E. G. Gerbic, director. "We believe this new film will make an important contribution to retail merchandising," says Mr. Gerbic. "In this period when improved selling is a vital need of retailing, we regard it as significant and important."

The film is based on six months' research by X. F. Sutton Associates, Inc., producing consultants, New York City, and Johnson & Johnson salesmen and wholesale salesmen during their daily calls on retail trade from coast to coast. They talked with successful druggists and salespeople, in chain stores and independents, big cities and small, downtown and neighborhood locations. They asked all kinds of questions, the answers to which add up to a successful drug store operation. They went even further than that—and asked questions of the stores' customers: What is it about certain displays that catches the customers' eyes and makes them buy? What is it that makes a customer buy more than he intends to buy? What influence do plainly marked prices have on purchasing habits? Why does a customer take a larger size than the one he asks for? Does he ask for a particular brand? Is this an impulse purchase or was it planned?

The material accumulated was developed into a 30-minute sound motion picture, embodying six basic principles of sound retail selling which are illustrated in the accompanying sequence of pictures taken from the film. These six principles are: (1) Treat customers as *eye-minded* buyers. (2) Treat them as *brand-conscious* buyers. (3) Ask *questions* that reveal the full story. (4) Give *product information* along with the product. (5) Help customers *save money*. (6) Make customers *feel welcome*.

\$442⁵⁰

SUGGESTED
LIST PRICE

RCA 400



The RCA "400" junior

The Only Fully Professional Quality *Single Case*
Standard 16mm Sound Motion Picture Projector



*First in Sound...
Finest in Projection*

Made by the world's foremost manufacturer of sound and projection equipment for the motion picture industry.



VISUAL PRODUCTS

RADIO CORPORATION of AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N. J.

In Canada: RCA Victor Company Limited, Montreal

Fill in and mail coupon for detailed information

VISUAL PRODUCTS (Dept. 79E)
Radio Corporation of America, Camden, N. J.
Please send me complete information on the RCA
"400" Junior Single Case Sound Motion Picture
Projector.

Name _____
Business _____
Street _____
City _____ State _____

†Prices do not apply outside the continental U.S.



PLASTICOLOR COVER for class or mass

If this businessman is your prospect, he'll feel at ease with your "high-style" brochures, dressed in Plasticolor.*

He may have just invested in a new drink mixer or a locomotive. Then he will admire cocktail recipes or parts lists in tough, soil-proof covers that stay clean and shining in home bar or roundhouse . . . and that really last.

The permanent lamination (not just coating) of plastic film and fine Beckett cover paper gives Plasticolor Cover this dual personality. Sealed-in color, in six rainbow hues, sparkles with sales appeal, can be wiped clean in a jiffy. The durability of displays and charts earns continued praise at service stations and other sales outlets.

For fresh, appealing, printed pieces, specify Plasticolor Cover. Ask for samples from your printer, Beckett paper house or write us.

THE DOBECKMUN COMPANY
Cleveland 1, Ohio • Berkeley 2, Calif.

P. S. Lightweight Doplex* Brilliant matches its Plasticolor twin in everything but weight. Nine sparkling plastic-paper combinations give a wide choice for brilliant, soil-proof labels, box covers, package wraps and similar items.



Promotional aids which Johnson & Johnson has developed to stimulate distribution of the film include a special book which contains suggestions for exploiting the film to the fullest extent, mechanics of setting up the booking schedule, simplified instructions for projecting the film.

An illustrated 16-page booklet is also being made available for on-the-job training. "Better selling," says the preface of the booklet, "depends on three basic 'know-hows':

"1. The products we sell. The more we know the products we sell, the better we serve . . .

"2. The people we sell. The more

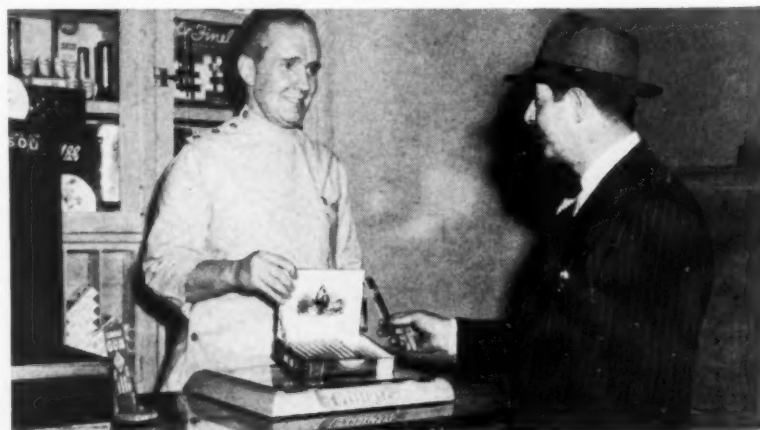
that they are founded upon the basic buying habits of all of us—that they reflect in reality the simple behavior patterns of human psychology."

John F. Kiley, general line sales manager, and his staff of salesmen will present the film to druggists and their sales personnel. "It is one of the best good-will and sales builders the company has ever had," says Mr. Kiley. "It was first tested in three major drug chains and was exceptionally well received. Johnson & Johnson anticipates a widespread use of the six selling principles outlined, to the extent that the retail drug store should be more secure than ever."



HELP CUSTOMERS SAVE MONEY. This means helping the customer to see the difference between spending a relatively small sum of money often, at a loss, and spending a larger sum of money for a larger package less often, at a gain.

MAKE CUSTOMERS FEEL WELCOME. People like to do business in stores where they are greeted with smiles . . . where salespeople put themselves in customers' shoes and make them feel they want them as continuing customers.



we know the people we sell, the better we use . . .

"3. The principles we sell by. Yes, it's these principles which put to use our knowledge of the products and the people we sell. They control what our customers see and hear.

"In order to evaluate these fundamental principles, we must remember

W. E. Sawyer, director of education says, "We have set out to have a complete program which will help not only the retail druggist, but the wholesaler do a better job of selling. Selling in the drug field requires more skill, more talent because of the close relationship between the consumer and the retailer."

SALES MANAGEMENT

VALUE STILL SELLS...

A Quick Look At Women's Groups

ADVERTISING LINAGE — 1st FIVE MONTHS 1949

GROUP	JAN.-MAY '49	JAN.-MAY '48	% GAIN or LOSS
DELL MODERN GROUP			
MODERN SCREEN	82,727	75,540	+ 9.5
MODERN ROMANCES	82,965	73,309	+ 13.2
SCREEN STORIES	74,475	68,746	+ 8.3
AVERAGE	80,056	72,532	+10.4
FAWCETT WOMEN'S GROUP			
TRUE CONFESSIONS	98,919	97,419	+ 1.5
MOVIE STORY	73,648	76,440	- 3.7
MOTION PICTURE	74,416	76,717	- 3.0
AVERAGE	82,328	83,525	- 1.4
MACFADDEN WOMEN'S GROUP			
PHOTOPLAY	90,101	105,969	-15.0
RADIO & TELEVISION MIRROR	62,378	71,025	-12.2
TRUE LOVE STORIES	65,960	80,087	-17.6
TRUE ROMANCE	72,508	85,193	-14.9
TRUE EXPERIENCES	63,970	78,233	-18.2
AVERAGE	70,983	84,101	-15.6
TRUE STORY	128,927	140,802	- 8.4

DELL MODERN GROUP



The Strength of the Individual Magazines is the Real Measure of Every Group

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE • NEW YORK 16, N. Y.

MAY 20, 1949

What! Sell Welding Machines With a Lucky Strike Sales Aid?

The industrial who thinks "my business is different" can take a leaf from Westinghouse. Its apparatus salesmen turn prospects' offices into theaters for group selling with a movie device created for American Tobacco salesmen.



WILL THEY USE IT? That's the acid test for any sales aid. Westinghouse industrial salesmen find table-top movies help break the ice with prospects, convince them of Westinghouse sincerity, educate prospects. As a sales aid, it's concise, easy to handle.

When prospects of the Apparatus Division, Westinghouse Electric Corp., receive a salesman from the company's Central District, they're no longer surprised when the Westinghouse salesman sets a small box on their desks, plugs a cord into the wall socket, opens the box, flips a switch—and, presto—they're viewing an industrial movie.

The Westinghouse salesman is merely mechanizing the industrial sales call with one of selling's newest visual aids. Further, Westinghouse is proving again that a good sales idea that sells cigarettes can be adapted to sell welding equipment.

The "box" is a complete theater. It contains a regular 16 mm. Ampro projector, sound system, and screen, all put together into a single unit by the Jam Handy Organization in a 35-pound unit smaller than a Gladstone bag. The idea was originally

developed by The American Tobacco Co. for its dealer salesmen. In fact, the first Westinghouse Table-Top Projectors, as they're called, were used to sell Lucky Strikes.

The Show Starts

When the Westinghouse salesman flips the switch to start the show he's actually making an industrial sales presentation. By means of the movie, the salesman takes the prospect through all the customary sales steps. But this mechanized presentation goes much further than any oral or written sales talk. It takes the prospect to the site where the product is being used, into the factory where it's made, all the while giving the prospect "reasons why" the equipment can solve his problems. Suppose, for example, the Westinghouse salesman wants to talk about alternating current welding. One of the several

Westinghouse projectors contains the 10-minute movie, "The Advantages of A. C. Welding." This is one of several movies produced for these projectors by Jam Handy. The salesman takes the movie to the prospect's office. In the movie the welding machine is put into operation—while the prospect sits in the comfort of his own office.

From the point of view of both prospects and the salesmen, this mechanized industrial sales aid is simplicity itself. The prospect is not embarrassed with a lot of prop-setting that would turn his office into an uproar and set the scene badly for a sales presentation. The salesman is not diverted, either, from the purpose of his visit—to talk with the prospect about how Westinghouse can solve the prospect's problems. When the movie has been shown, he snaps the switch, unplugs, closes the side with the screen, and

Covers

SEATTLE

LIKE A TENT

The
**SEATTLE
TIMES**
Reaches

76.24%

OF ALL
SEATTLE
HOMES

DAILY, ABC CITY ZONE.
Sunday analysis shows
similar results.

53.44% SEATTLE HOMES READ
ONLY THE SEATTLE TIMES

22.80% TAKE BOTH
NEWSPAPERS

16.59% SECOND
NEWSPAPER
ONLY

7.17%
NO
PAPER

SECOND PAPER TOTAL COVERAGE **39.39%**

SEATTLE is BIG! 544,945 people live in the ABC city zone. Sales Management says per capita effective buying income is \$2,050. Seattle is among the first 15 markets in America. You will sell this fabulously

rich market by concentrating advertising in The SEATTLE TIMES alone! Note the chart above... the result of a recent scientific study of circulations. Positive proof that The TIMES covers Seattle like a tent!

"ONE DOES IT"
in SEATTLE



THE SEATTLE TIMES

D. M. MARRA & ORMSBEE New York • Detroit • Chicago • Los Angeles • San Francisco

SAFE



EASY



MAYFLOWER Long-Distance Moving Service

● Out of Mayflower's own factory come the special pads and covers that safeguard hard-to-protect furniture. They're designed for the job, they're big enough, they're soft and clean... in short, they're *right!*

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the Classified Section of your telephone directory.

That's one of many reasons why it's safe to entrust your employees' possessions to Mayflower—a deluxe long-distance moving service that costs no more!



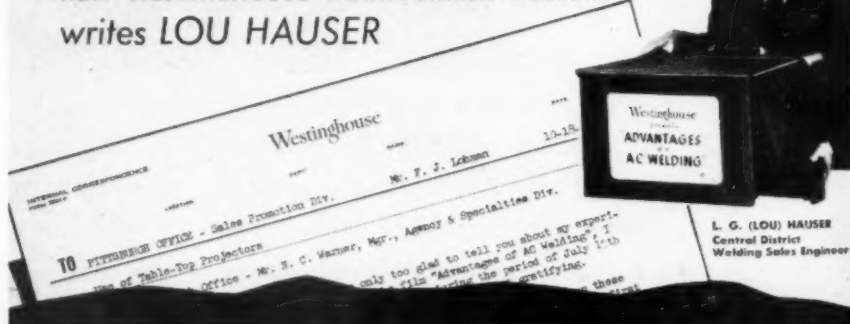
AERO MAYFLOWER TRANSIT CO. • Indianapolis....

he's ready to go. Further, he's immediately ready for the next showing. The film is on a continuous reel—the heart of the Table-Top Projector idea. There's no rewinding, no rethreading.

The Table-top Projector is ideal for group selling—a common form of sales technique with industrial prospects. Most any office is a theater of comfortable size for from one to a dozen prospects. How do Westinghouse salesmen like this sales aid? L. G. (Lou) Hauser, welding sales engineer, sums it up this way:

"I think we can say that the Table-Top Projector has four big advantages in selling. Advantage #1 is that it helps to *break the ice* with the customer. Due to the unique presentation of the subject, most customers are interested to at least see what we have to offer. Advantage #2 is that it convinces the customer of *Westinghouse sincerity*. Most of them feel that if Westinghouse goes to the expense of making a motion picture to present their sales story, Westinghouse must firmly believe in that story. Advantage #3 is that it is *educational*. It shows everyone in layman's language the six big advantages of AC welding. The fourth advantage in using the Table-Top Projector is that it is *concise*. It sums up in ten short minutes a complete selling story on the welding machine. It points out all the advantages of AC welding and offers proof of each point as it goes along."

"37 SHOWINGS OF THE TABLE-TOP PROJECTOR PRODUCED 14 ORDERS FOR NEW WESTINGHOUSE TRANSFORMER WELDERS"
writes LOU HAUSER



WHAT SALESMEN SAY TO MANAGEMENT: Lou Hauser's prospects "were more-or-less 'cool' to the use of transformer welders." But they "opened up" after the movie. The proof is in the payoff: A series of 37 showings that netted the salesman a total of 14 sales.

tages of AC welding. The fourth advantage in using the Table-Top Projector is that it is *concise*. It sums up in ten short minutes a complete selling story on the welding machine. It points out all the advantages of AC welding and offers proof of each point as it goes along."

In introducing the Table-Top Pro-

jector to its salesmen, Westinghouse's Central District sales promotion manager, W. B. (Monty) Montague, used a tell-all industrial sales approach. A flyer to salesmen explains how to use it, and what films are available, where to get them, and most important, cites case histories on the sales results.

Dear Editor...

Eye-Witness Double-Check

Editor, SALES MANAGEMENT:

I have recently subscribed to SALES MANAGEMENT and would like to say . . . that it has proven to be extremely beneficial to me. It certainly enables me to plan my sales strategy more advantageously.

It was very interesting to us in this office to read the article on Remington Rand's Sales Campus at Fishers Island. I have visited Fishers Island and certainly would like to congratulate you on the fine coverage. Thanks for a fine article!

H. J. PRINCE
Branch Manager, Dealer Sales Div.
Remington Rand, Inc.
Buffalo, N. Y.

Mason at the Mike

Editor, SALES MANAGEMENT:

My compliments to SALES MANAGEMENT's article on Trade Areas. . . . The

business press is the most effective means of getting an understanding of the merchant law out where it will do the most good: amongst those the law affects.

Incidentally, it would help if the business press were required reading in Government.

LOWELL B. MASON
Commissioner
Federal Trade Commission
Washington, D. C.

(Commissioner Mason refers to the article headed "FTC Backs Away from 'Trade Area' Definition: It's Just Gobbledygook," SM, March 15.—The Editors.)

Cathcart's Ouija Board

Editor, SALES MANAGEMENT:

The article "Will TV Play Hob with Our Design for Living?" by J. David Cathcart is so timely, thought-provoking and interesting that I should like to reproduce it in a bulletin to our wholesale distributors in all parts of the country, our

district managers and representatives, and our headquarters officials.

. . . if you will grant permission?

E. J. HENDRICKSON
Sales Manager, Television Receivers,
General Electric Co.
Syracuse, N. Y.

(Mr. Cathcart's thinking-aloud-while-gazing-into-a-crystal-ball article drew a fistful of requests for reprint privileges. SM's editors were pleased to grant the permission that brought about a wider circulation.—The Editors.)

Government Buying Routines

Editor, SALES MANAGEMENT:

Mr. Herbert L. Brown, Consultant
Munitions Board, National Military
Establishment
Washington, D. C.
c/o SALES MANAGEMENT

Dear Mr. Brown:

I was very much interested in reading your article "Armed Services Ask if Buying Methods O. K.", published in the April 1 issue of SALES MANAGEMENT.

As the sales manager of Dry Air Products Corp. I have had some rather interesting experience in selling to Government. Our major product is a mechanically operated desiccant type dehumidifier which is being purchased by the Navy for dehumidification of the Reserve Fleet pro-

The Largest-Selling mass men's magazine

is the **LEGION MAGAZINE**

ABC Net Paid Circulation
(Period ending December 31, 1948)

3,031,838

Is "mass magazine" space getting too costly
for your men's product budget?

**LOOK AT
THESE FACTS**

1. More men read each 100 copies of the *American Legion Magazine* than any other "mass magazine," says Starch.
2. The *American Legion Magazine* costs only \$1.90 per 1,000—less than any other mass magazine for men.



If these facts intrigue you,
drop a "collect" wire for
full details to:

Mr. Fred Maguire, Adv. Dir.
American Legion Magazine
1 Park Avenue
New York City



Fox River **Better Letters** FINE PAPERS DIVISION



Stumped for words
...mind run dry...
how to start?

Listen Mister,
it's easy,
if you read

Money-Making Mail

Finding the right words isn't quite as easy as the lady-with-the-notebook says—but finding the simple four-point formula for Money-Making Mail, as revealed in these free booklets, may add tremendous power to your business correspondence.

Since 1883, fine paper "by Fox River" has played a vital role in millions of business communications. Through our newly established Better Letters Division, we broaden our service to the American business man—whose daily bill for letters is over \$5,000,000!

Dr. Robert R. Aurner



Free Booklets

How to Put SOCK in Your First Sentence and the story of **MONEY-MAKING MAIL**... both authored by Dr. Aurner, for 18 years ranking professor of business administration at the University of Wisconsin and now

director of our Better Letters Division. Write today—use business letterhead only, please.

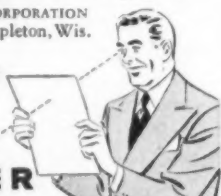
FOX RIVER PAPER CORPORATION
2816 Appleton St., Appleton, Wis.

FINE PAPERS

by

Fox River

COTTON-FIBER BOND, ONION SKIN, LEDGER



gram; the Marine Corps for dehumidifying radar trailers to preserve the equipment, and to other of the services for like problems.

Our experience has shown that there are three major contacts which have to be made before a contract for the type of equipment is obtained: 1. It is necessary to contact the Armed Force Division, usually the Preservation Section, to interest the particular group in our product. 2. After these people are convinced that they can use what we have to sell, it is necessary to contact the Technical Section, under whose cognizance specifications and details are handled. 3. The Contract and Purchasing Section is finally contacted to make sure that we receive requests for bids in order that we may competitively secure this business.

In the case of the Navy Department, Bureau of Ships, all three steps may be handled in one location: The Navy Department, Bureau of Ships, Washington. In the case of the Army Signal Corps, when we contacted them in Washington, they were convinced that we had equipment for which they had a need and advised us to contact the central purchasing office in Philadelphia. Upon contacting that office we were told that while the Signal Corps needed this equipment, they could not help us until we had delivered a unit to the Signal Corps Laboratories at Fort Monmouth, New Jersey, for them to test and approve. After completion of the test, the equipment would be approved and it would be necessary for us to investigate the requirements through the various Signal Corps offices throughout the country, who would then place their requisitions through the central buying office in Philadelphia. . . .

There is no doubt in my mind that a central buying office for stock items is a great advantage and will save the taxpayer a great deal of money. However, for special equipment, it is my recommendation that it be handled for all services by the service originating the development of the particular item. For example, if the Bureau of Ships, which has developed this equipment and initiated all the original tests were assigned the job of handling dehumidification for preservation for all the Armed Services, it would not only simplify the purchasing, but would also save the Government many thousands of dollars for additional tests. . . .

JOHN EVERETTS, JR.
Sales Manager
Dry Air Products Corp.
Washington, D. C.

1/19 Versus 1/2

Editor, SALES MANAGEMENT:

Being a fan of your Pictograph feature, I was surprised to see the mistake made in the chart comparing newspaper cost and direct mail cost. . . .

Although the figures topping the two stacks of "dollars" speak for themselves, anyone going through quickly would get the idea that it costs only slightly less than twice as much to contact 54,000,000 homes by post card than by newspapers. The chart should show the cost of post card coverage at almost 19 times the height of

the cost of half-page space in 231 newspapers.

The point is made that newspapers are cheaper to buy, but your chart maker lost the real punch. One-nineteenth of the post card cost is a lot different from one-half of the cost.

WARREN E. BRAGG
Research Manager, Chicago Office
Bureau of Advertising
American Newspaper Publishers Assn.
Chicago, Ill.

(Researcher Bragg's point is well taken. SM and Chartmakers (designers of our Pictographs) apologize. Apparently the artist looked at the figures too casually, read 71,730 as 717,300, which would be approximately half of the 1,350,000 cost figure for post cards.—The Editors.)

Much Is Implied

Editor, SALES MANAGEMENT:

It was with genuine interest that I noticed one of your readers had suggested a slogan for electric companies. This, as I remember it, was "Now you're cooking with class!"

This is, indeed, a phrase with meaning. However, as the agency for the Edison Electric Institute as well as the National Electrical Manufacturers Association, we should like to see the slogan—which has been accepted by most segments of the electrical industry—become a common phrase in pointing up the advantages of living electrically.

The industry slogan is practical in its application, positive in its statement, and carries a strong implied meaning. It is, simply, "Of Course, It's Electric!"

H. E. WARREN
Manager, New York Office
Ralph H. Jones Co.
New York, N. Y.

Seasonal Sales Patterns

Editor, SALES MANAGEMENT:

I understand that you folks have plotted the percentage of sales that could be expected each month in the radio industry. That is, you have doped out on a year-in and year-out basis that a certain percentage of the year's total may be expected in January, a certain percentage in February, etc. Will you please send me your findings on these various percentages?

In your opinion would the same percentages apply on television as on radio sales?

Do you have any percentages worked out on household refrigerators, electric ranges, gas ranges, electric washers, and oil space heaters?

Fred Bimel
The Bimel Co.
Cincinnati, Ohio

(SM has not attempted, in recent years, to work out monthly percentages of sales in various industries. This information is

SALES MANAGEMENT

HOME



In baseball, each batter's purpose is to *get home*. In advertising, each sales message has the same aim. Getting *your* sales story into *Detroit* homes, where there's a family of readers, is a job you can dependably entrust to **THE DETROIT NEWS**—Detroit's HOME newspaper for 75 years. The Detroit News not only gives you the largest, weekday circulation of any Michigan newspaper, but a trading area circulation of which 78% is HOME-DELIVERED by exclusive NEWS CARRIERS! And that is the greatest A.B.C.-recognized home-delivered circulation of any newspaper in America!

432,112—total weekday circulation—again the highest weekday circulation ever attained by any Michigan newspaper

543,643—total Sunday circulation. A.B.C. Figures for 6-months period ending September 30, 1948



NATIONAL REPRESENTATIVES: DAN A. CARROLL, 110 E. 4TH ST. NEW YORK 17. THE JOINT LITIZ CO. TRIBUNE BLDG. CHICAGO 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV



Cincinnati Auto Service, downtown Cincinnati, Ohio, employs 7 mechanics.

One of the more than 100,000 garages who buy *Automotive Digest* each month.

Automotive **DIGEST** *Sells for You for Only ³/₁₀¢ per Call*

Paid Circulation is Responsive Circulation. *Automotive Digest* has the largest paid circulation of any automotive publication. It's

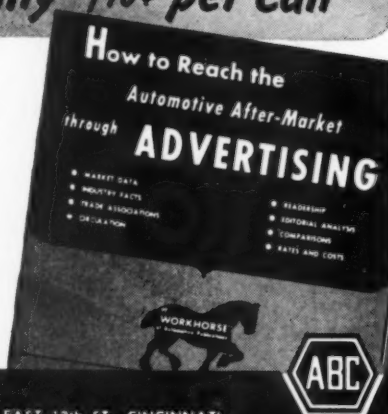
- First in Reader Response
- First in Value
- First in Paid Circulation
— Over 100,000 Paid

Send for this FREE Book containing valuable market-
ing information on the Automotive After Market.

160

Automotive
DIGEST

22 EAST 12th ST., CINCINNATI
1501 BROADWAY, NEW YORK
141 W. JACKSON BLVD., CHICAGO
6432 CASS AVE., DETROIT
639 S. WILTON ST., LOS ANGELES



Swim Into Greater Profits with this

UNBEATABLE COMBINATION

The shortest distance between your goods and consumers in New Orleans, the South's Greatest Market, is the Times-Picayune-States combination—a morning-evening team that sells quickly, effectively and at low cost.

Check the figures!

New Orleans Homes 181,100
Combined City Daily 182,008
Sunday City 153,825

TOTAL CIRCULATION

M. & E. . . 261,158 Sunday .. 274,462

12 Months Ending Dec. 31, 1948

Milline Rates as Low as 1.83 M. & E.—1.82 Sun.



Swimwear by
Cole of California, Inc.

New Orleans **TIMES-PICAYUNE and STATES**

REPRESENTATIVES: JAHN & KELLEY, INC.

available, however, from the Department of Commerce in Washington in their feature called "Monthly Estimates of Independent Store Sales"—although their figure refers to type of store rather than to the specific commodity. For the type of store called "household appliances and radio," the monthly sales for 1948 in millions of dollars were:

Jan.	187	July	234
Feb.	175	Aug.	232
Mar.	213	Sept.	242
Apr.	233	Oct.	234
May	224	Nov.	218
June	236	Dec.	300

The variations are somewhat less than you—and we—might have been expected to find, aren't they?—The Editors.)

Voice from the Bleachers

Editor, SALES MANAGEMENT:

I would like to . . . comment on Dr. Warne's "Case Against Advertising" discussed in your May 1 issue.

First, I think that the 10 points give advertising too much credit—or too much blame—because they exaggerate its power.

Second, Dr. Warne's comment about conflicts among its appeals forgets something very important. . . . If there were no advertising (and no sales efforts), wouldn't the same conflict and competition exist? Is he silly enough to think that the elimination of advertising would eliminate this competition?

What's more: If there were no advertising, what reason is there to think that people will not, because of their own desires, buy some luxury instead of a pair of shoes? What would people do *without* the influence of advertising? When we talk about needs versus wants, just where do we stop? After all, we don't really need furniture; we could live in caves and sit on rocks. We don't even need shoes; we can go barefoot.

I read the Consumer Reports, and I know some of their views on taxes and other things. I class Dr. Warne as one of those fortunate people who seem to think they know everything about everything.

CHARLIE SHAW
Tekni-Craft
Beloit, Wisc.

(Reader Shaw refers to an editorial titled "Portrait of a Man Answering Himself," May 1 SM, which reported and commented on a speech by Dr. Colston E. Warne, president of Consumers Union, before the Advertising Club of Grand Rapids, Mich. His subject: "The Case Against Advertising." Like Mr. Shaw, we found the fabric of Dr. Warne's logic as full of holes as a Swiss cheese.—The Editors.)

Beg Pardon

In the article, "Oil Burner Salesman Loses Suit for Back Commission," Sales Management, April 15, page 116, the name of the company should have been given as Silent-Sioux Oil Burner Corp., Orange City, Iowa.

SALES MANAGEMENT

How Taste Test Wins Dealers for Gulf

BY BETTY LEE GOUGH

Stores had "too many drinks on ice already" until the president of Gulf Beverages asked them to sample Nesbitt's drinks. They tasted, tied-in with the merchandising plan.

When the president of a bottling company went out to meet personally—and sell—his dealers, the company's sales volume zoomed 125% in a single year. That was the experience of Gulf Beverages Co., New Orleans, bottlers of Nesbitt's Orange, Cliquot Club and O-So-Grape.

When Harry England, president of Gulf Beverages, sat down a year ago to discuss the disappointing sales with his sales manager and sales supervisor, they decided, first, to find the cause of the unfortunate situation.

They determined from a study of the records and from interviews with dealers that the primary cause was lack of distribution. Their problem was to learn why dealers shunned Nesbitt's Orange, O-So-Grape and Cliquot Club.

This time they got to the real root of the trouble. Dealers, they found out, hesitated to stock Gulf Beverages' drinks because they had "too many drinks on the ice already."

"What's the use," reasoned many dealers, "of taking on a new line, cluttering up our boxes still more, and distracting attention from the fast-sellers we already have? We know we can sell some of these. Why take on what we're doubtful about selling?"

Need for Selling Effort

Mr. England knew that it would take a lot of selling to break down this attitude. But unless he could put Nesbitt's Orange, O-So-Grape and Cliquot Club into those dealers' boxes, his sales figures would continue to sag.

At first, Mr. England and his two assistants toyed with the idea of using the sales force—the drivers—to spark an intensified selling drive. But they discarded this. Teaching men who knew a lot about slinging cases, and only a little about selling, to persuade the dealers would be a long, involved, expensive, and perhaps impractical method. Why not, he asked

himself, go out selling the dealers personally?

Mr. England quotes figures to show the results: "We—the sales manager, the sales supervisor, and myself—began making these personal calls a little less than a year ago. Recently, we surveyed the results. In 1948, we discovered, sales had zoomed over a hundred percent—125% to be exact. That's no tiny sales increase. And the sales are still zooming. We got the drinks onto the dealers' shelves and into the dealers' boxes, and the company's advertising, notably the point-of-purchase display material, did the rest.

Selling Scheme Effective

"I think it was an effective selling scheme for several reasons. First, the idea of the president of the bottling company calling upon him (even if it is a new company) is bound to be flattering to a dealer who is accustomed to receiving calls only from the regular driver-salesmen. They were highly receptive to my sales talk, where they would have been less open to persuasion from a bottom-rung employee. They *listened*. And when I asked them to taste the drinks, they *tasted*. They gave us a try.

"A second factor in the campaign that contributed to its results was the personal taste test gimmick we used. It would work as well if the regular route salesman tried it as with the president. Because it's founded upon proven, sound sales psychology. If you can get the prospect to take some sort of action, he has made the first step along the road to a completed sale. But more important than that is the fact that I could talk till the cows came home, and maybe he would be convinced that his customers would like our drinks—and maybe he wouldn't. But if I *show* him that it tastes good, and he has the evidence of his own palate, then the point of product quality is hurdled for good.

**HOW DO YOU
SELECT YOUR
DISTRIBUTORS
in ROCHESTER?**



**... by GUESS
and by GOSH?**

**... OR through the
ROCHESTER
PLAN?**

The City of Rochester's Department of Commerce offers you the following SERVICE:

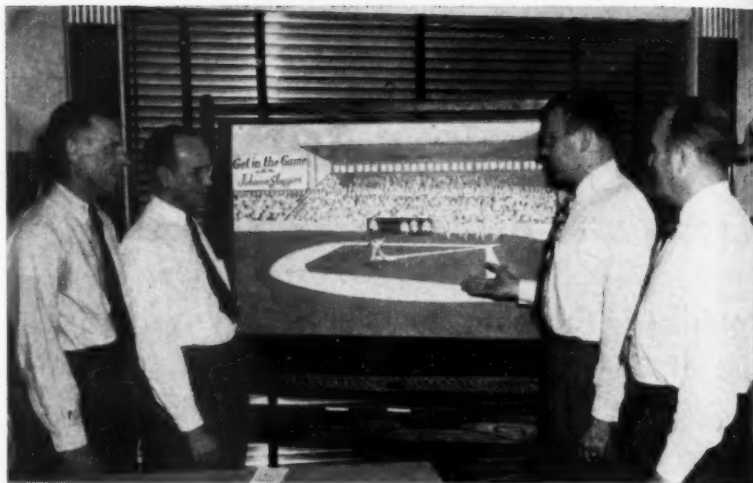
Selection of qualified wholesale distributors for Rochester area.

We have already helped more than 1,000 manufacturers establish satisfactory distribution outlets for their products.

For further details, write to the Division of Public Relations, Rochester Dept. of Commerce, 54 Court St., Rochester 4, N. Y.

**In Rochester,
Government HELPS Business**

TEXAS LEAGUERS: With the manufacturer and his distributor working together as team, all distributor salesmen knock out the base hits. Company and distributor brass inspect one of the props for a contest that increased sales greatly.



Why Johnson Wax's Jobbers Say, "Now We're Partners"

Based on an interview by Bernard G. Priestley with **W. JAMES REIDER,**
Vice-President and Sales Manager, The George T. Johnson Co.

They're talking about the "Business Partners" plan of S. C. Johnson & Son. With it, distributors can go all out to promote the Johnson line and still increase sales of other items. This is a story of sympathetic manufacturer-jobber dealings.

This is the story of how a regional wholesale distributor skyrocketed sales of a national company's products in the past two years to more than 60 times the dollar volume of the previous year. It was done through alert, wholehearted cooperation with a national company in carrying out a new "Business Partners" plan.

This was not accomplished at the expense of other lines carried by the regional distributor. In fact, during

that same two-year period sales of other items were increased more than 100%.

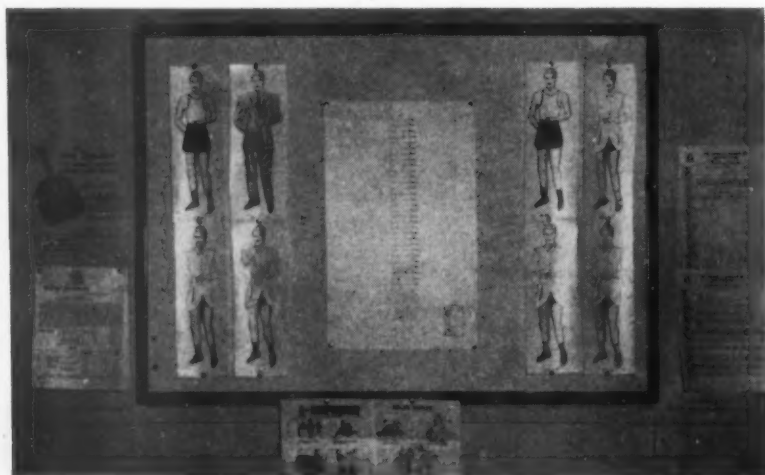
The regional wholesaler is The George T. Johnson Co., maintenance and janitors' supplies, and paper specialties, Boston. The national company is S. C. Johnson & Son, Inc., Racine, Wis., makers of floor waxes, polishes, and other products.

The similarity of names is merely a coincidence. S. C. Johnson might

more properly be termed an international organization for it has factories also in Canada, England, Australia, France, and Brazil.

When, a few years ago, S. C. Johnson began putting into practice its Business Partners plan on a national scale, the Boston Johnson company was one of the first wholesale maintenance products distributors in the Nation to take up the method in an all-out fashion. Here's the plan, as outlined by Ray Carlson, general sales manager of S. C. Johnson, to W. James Reider, vice-president and sales manager of the Boston firm: "Instead of having every Tom, Dick and Harry distributor selling the Johnson products, we limit the number of wholesale distributors of Johnson Maintenance Wax Products in any trading area to the minimum number who will give complete coverage of the users in that area."

"Our aim is to build the finest, most enthusiastic, and loyal group of distributors serving any manufacturer in the maintenance wax field, to co-



WIN A SHIRT: If clothes make the man, over-the-top sales win the clothes for Johnson's salesmen. This is one of the distributors' contests to up sales.

KANSAS
EDITION

The Weekly Kansas City Star.

(THE MID-WEST'S LARGEST FARM WEEKLY)

VOL. 60, NO. 9.

KANSAS CITY, WEDNESDAY, APRIL 20, 1949.

Yearly Dividends From Water Management System on Farm

Livestock Carrying Capacity Has Been About Doubled On the 199 Acres Operated by John L. Booneville, Mo.—Terrace Years of Soil Improvement

By Arthur S. Boren

BOONEVILLE, Mo.,

—The

Booneville farm,

paying him

Two acres of

ground, it has

a water manage-

ment system,

which is

the result of

years of soil

improvement.

The

Booneville

farm is

located in

Booneville,

Mo., and

is

operated

by John

L. Booneville.

The

farm is

199 acres

in size and

is

located

in

Booneville,

Mo., and

is

operated

by John

L. Booneville.

The

farm is

199 acres

in size and

is

located

in

Booneville,

Mo., and

is

operated

by John

L. Booneville.

The

farm is

199 acres

in size and

is

located

in

Booneville,

Mo., and

is

operated

by John

L. Booneville.

The

farm is

199 acres

in size and

is

located

in

Booneville,

Mo., and

is

operated

by John

L. Booneville.

WATER PUT TO USE ON THIS COOPER COUNTY, MISSOURI, FARM.



Seed of Sweet Clover Worth More Than a Crop of Wheat

Kansas Plants the Legume to Help Its Soil and Boost Its Grain Yields, but Certainly Has Had No "Idle Yams." Look—Clover Also Valuable as Supplemental Pasture for Dairy Herd.

The

new farm off and the clover is al-

lowed to make a seed crop.

It is used to get an average

of 100 bushels of seed to the acre

and is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

place as the wheat. The seed

is planted in the same

YOU GET MORE--- IT COSTS LESS!

It's Easy--

The farm section of Standard Rate and Data shows any agency space buyer or advertising manager that The Weekly Star has more circulation in Kansas and Missouri than any other farm paper. And it shows The Weekly Star's maxi-milline of \$3.80 compares with maxi-millines of \$8.39 and \$7.86 respectively for the second farm papers in Kansas and Missouri.

But--

The Weekly Star offers much more than greater farm circulation at lower rates: First in advertising; First in voluntary subscriptions; First in dealer acceptance; First in publication speed with a service that gets ALL the technical agricultural information to its farmer subscribers 10 days to a month before any other farm paper.

Conclusion--

In this price-conscious economy that demands closer scrutiny of budgets—costly, tradition-bound methods of media selection won't do.

State lines and state labels do not necessarily indicate the best farm paper buy.

If you buy on the basis of FACTS—greater editorial impact—better dealer and consumer response—more coverage at lowest cost per thousand—you'll buy The Weekly Star FIRST to cover the top-bracket Kansas and Missouri farm market.

The Weekly Kansas City Star
Over 440,000 Paid-in-Advance Circulation
Largest Farm Weekly in America

operate with us as 'Business Partners,' and in this manner build an organization which, added to our own, will contact all our user friends more frequently and serve them better.

"It is our opinion that we must go even farther in selecting carefully and limiting the number of our distributors, if we are to build the co-operative spirit to the extent desired. To this end we give you herewith some rules to serve as a guide. Wholesale distributor means an account which meets all the following requirements:

"1. Travels salesmen and issues a catalog.

"2. Has warehousing facilities to carry stock.

"3. Has facilities for making deliveries to customers.

"4. Carries an adequate stock of materials to serve customers.

"5. Has a satisfactory credit standing.

"6. Will promote merchandise and make proper use of advertising material.

"7. Will see to it that his salesmen are thoroughly acquainted with

all items and know how to sell them.

"8. Will have us attend his sales meetings frequently and have his men attend our sales meetings whenever convenient and possible.

"9. Make full use of all sales helps furnished.

"10. Follow our suggestions in the use of sales promotional material.

"11. Follow up promptly the leads we furnish him.

"12. List our items in his catalog.

"13. Allow his men to work with our men.

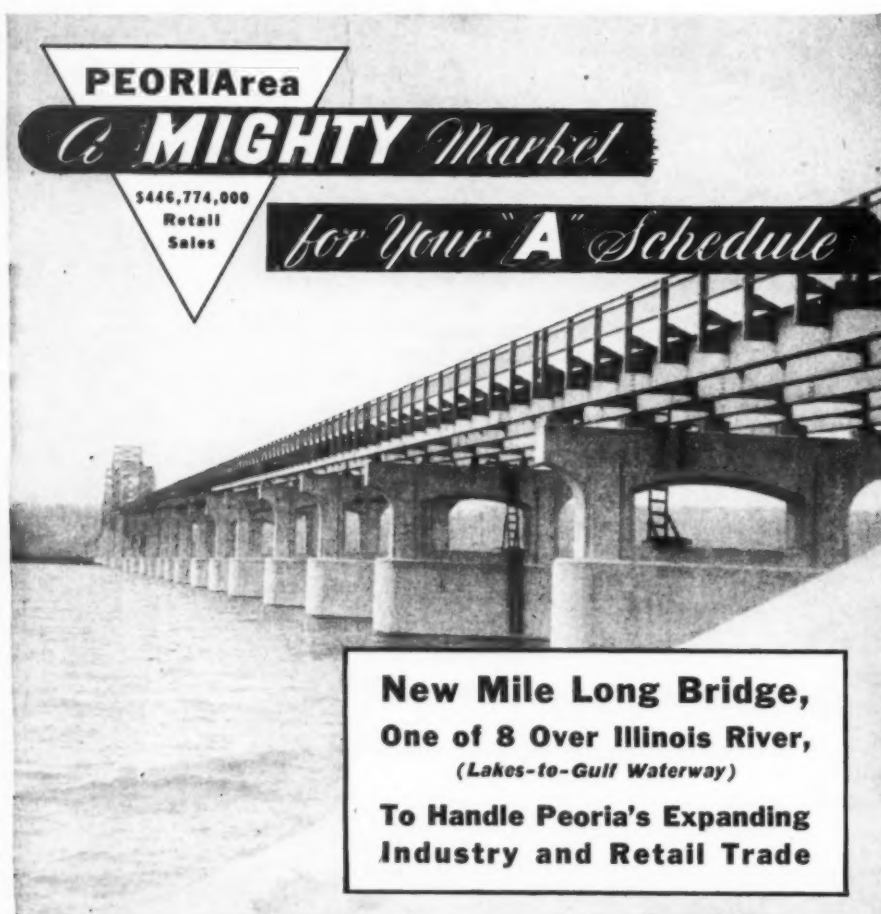
"With this close cooperation between the wholesaler and ourselves, we can develop complete coverage in all large markets."

Attitude Was Wary

Naturally, the Boston wholesaler couldn't adopt and assimilate such a complete plan overnight. In fact, when the firm was first approached on the matter its top executives were somewhat wary of the plan, although S. C. Johnson maintenance products were being stocked and distributed in a limited way. This attitude was partly traced to an experience with a national manufacturer near the end of World War II. All of a sudden, after the Boston wholesaler had tried hard to move war-time items during part of the conflict, because pre-war products were not available, the manufacturer decided to start selling direct and became another competitor.

"We determined to beat him at his own game," says Mr. Reider. "We tried private label products, being fearful at the moment to gamble with another nationally known company. We should have learned our lesson from an experience 15 years previously. We ended up with the problems we had encountered before, including lack of customer acceptance, fluctuating quality, no free advertising material, and all the other headaches that accompany private brands."

About that time Sam R. Grushkin, then New England sales supervisor of the Maintenance Products Department of S. C. Johnson and recently transferred to the Pacific Coast to push the Business Partners plan there, called on executives of the Boston firm time and time again. He urged that the S. C. Johnson plan be adopted and emphasized ways in which S. C. Johnson would be able to help a regional distributor: through already scheduled national advertising programs, consistent aid in teaching salesmen about Johnson products and the most effective ways of selling them—in fact, through the whole gamut of helps enumerated in the Business Partners plan.



PEORIA Area
A MIGHTY Market
\$446,774,000
Retail Sales

for Your "A" Schedule

**New Mile Long Bridge,
One of 8 Over Illinois River,
(Lakes-to-Gulf Waterway)**

**To Handle Peoria's Expanding
Industry and Retail Trade**



TEST CITY U.S.A.

Peoria
JOURNAL-STAR

PEORIA NEWSPAPERS, INC., Agent.

National Representatives - WARD-CRIFTH CO., INC. - Offices in Principal Cities



THEY NEVER FORGET: "Guess what we're selling this month?" With this massive display, Johnson's distributor doesn't let its salesmen forget product.

"He finally convinced us," says Mr. Reider, "it would be worth our while to see a demonstration on Johnson's wax. This was quickly arranged. He more than proved to us the merits of the wax. However, with the management sold, we still had to sell the sales organization on the idea of again handling a nationally known line. We arranged a sales meeting during which Mr. Grushkin put on a larger scale demonstration. Even after this gathering the salesmen were still somewhat skeptical but willing to give S. C. Johnson's products a real try. So we began to plug the Johnson line, letting the results decide whether we should enter completely into the Business Partners plan."

At the suggestion of Mr. Grushkin, the Boston company arranged a contest among its salesmen for pushing Johnson's wax and kindred products for a period of a month. A first prize, a radio alarm clock, was offered for the salesman winning over the largest number of new accounts and another first prize, a Johnson electric floor polisher, for the salesman selling the largest number of gallons of wax.

Sales Increased Quickly

Sales of Johnson products for the month totaled more than \$2,000, far ahead of the figures for recent previous months. Thirty-seven new accounts were opened and more than 1,000 gallons of wax were sold. The Boston distributor decided to go all-out in plugging the Johnson maintenance line and in assimilating the Business Partners plan.

The first five requirements of the plan, as outlined above, were easy for the Boston firm to fill. Facilities were already available. The other requirements, largely having to do with marketing, the Boston firm undertook to fill as fast as possible, in the spirit of being a "partner" of the national company.

One of the first moves was to take steps to conform completely with the requirement that the distributor "see to it that his salesmen are thoroughly acquainted with all items and how to sell them." Up to that time the salesmen had not been given any particular training in selling Johnson maintenance products.

With full approval from Mr. Reider, Mr. Grushkin and other S. C. Johnson representatives conducted a series of sales meetings for the salesmen. Not only were the attributes of Johnson products extolled, but the S. C. Johnson men provided numerous examples of the best demonstration procedures for selling them.

The distributor salesmen learned, for instance, that selling floor wax is a much more intricate task than selling the attractive appearance of the floor afterward. That was only one point. Protection and preservation of the floor was another important one. Still another was that by keeping a floor properly waxed, labor and cleaning costs are cut more than 50%.

Important as were these points, the S. C. Johnson men emphasized, they were still selling points only. The real way to sell wax and kindred

products to quantity users is by demonstration. The proper way to demonstrate is a longer process than merely rubbing wax on a section of floor. In fact, there are a number of important steps to the process under any circumstances. The S. C. Johnson men proceeded to demonstrate these steps as they are defined in the company's booklet, "How to Care for Your Floors," which clearly points out the necessary and proper methods to be used for all conditions of the types of flooring in common use.

Sales Meetings Important

Another important phase of the training was for distributor salesmen to attend sales meetings of the S. C. Johnson district salesmen and supervisors. During these meetings they gained still more knowledge of Johnson products and the art of selling them in quantity.

When the distributor salesmen were well primed, a second sales contest was arranged. In this each salesman had an opportunity to outfit himself completely. For example, for selling five gallons of wax a salesman received a pair of socks; for 15 gallons, a shirt; for 55 gallons, a pair of shoes, and so on up to a total of 347 gallons for a complete outfit, including a suit and hat.

Large drawings, supposed to repre-

7,475 Tie-ins to Brand Name Food Store Products in 8 Years

That's the way the Burlington (Vt.) Free Press merchandises your products. During this same period hundreds of tie-ups were carried on other than Food Store Products

See Small, Brewer and Kent, Inc., New York, Chicago, Boston

The Burlington Free Press

COVERS THE FIELD

sent the leaders in the contest were pinned on a large bulletin board. The items won were drawn onto the figures as the contest progressed. One drawing, for instance, would represent a contestant with socks and a shirt on; another, a contestant who had acquired not only these but also shoes and the pants of a suit.

In three weeks \$6,000 worth of Johnson products were sold. Before the contest closed, after two months' time, sales reached many additional thousands. Some of the salesmen completely outfitted themselves and were well started on a second round.

By the time this contest was well under way the distributor salesmen had become enthusiastic about what S. C. Johnson was doing in carrying out its part of the Business Partners plan. The company was then helping in many ways. For one thing, S. C. Johnson sales engineers, with complete knowledge of effective application of Johnson products under a wide variety of adverse conditions, accompanied distributor salesmen on visits to prospects for quantity purchases. Many times they personally demonstrated what Johnson products would do. In some cases they helped

the distributor salesmen to carry through the demonstrations impressively.

Moreover, when the distributor salesmen, in striving to demonstrate Johnson products, ran into conditions with which they were unfamiliar and the selling effort broke down, S. C. Johnson trouble shooter sales engineers were sent out to solve the demonstration problem and prove to the prospect that Johnson products could cope with difficult conditions.

Such helps, as Mr. Reider points out, enabled his salesmen to go after bigger and bigger quantity buyers—institutions and factories, city purchasing departments, etc.

Cooperation Extensive

Indicative of the extent of the cooperation of S. C. Johnson men with the distributor salesmen, a man from the Boston firm called on the purchasing agent of a leading college. The purchasing agent told him he would like to use wax on the floors but that when it had been tried in the past they had become very slippery. The salesman urged that he be allowed to polish a section of floor with Johnson's wax. He was granted permission to do so—but it came out slippery, just as it had in the past.

A representative from S. C. Johnson was called in but he too was unable to solve the difficulty; therefore, details concerning the type of flooring, method of preparation, application of wax, etc., were forwarded to Racine. Within a short time, suggestions were returned by the S. C. Johnson Service Department, indicating the proper procedure, which eliminated the difficulty and established the institution as a large and regular customer.

Further evidence of how far S. C. Johnson & Son is willing to go to help the distributor salesman increase his volume: One common difficulty is that even when floor wax, for instance, is sold in large quantities to institutions or other quantity purchasers there are often complaints that it does not work as well as had been anticipated. Invariably the fault is that the persons applying the wax had not been properly trained. Consequently, S. C. Johnson men frequently go with the distributor salesman to a large purchaser, to tell the people who are to apply the wax how to insure a satisfactory job.

Another way in which S. C. Johnson is helping the Boston distributor and others in various parts of the country is to supply lists of prospects and sales helps. For example, the *J-Man Reporter*, a pictorial direct

2 Reasons why The Davenport Newspapers Should be Included on Every Schedule

1 Davenport is first in Iowa and fifteenth in the entire nation in effective buying income per family.*

2 25,112,290 lines of advertising were carried by the Davenport Newspapers in 1948. America's leading advertisers know that only The Davenport Newspapers have home-delivered circulation on both the Iowa and Illinois side of the rich Quad-City market, which produced over \$250,000,000 in retail business in 1948.

The DAVENPORT NEWSPAPERS THE DAILY TIMES

**THE DEMOCRAT & LEADER
Davenport, Iowa**

Represented By: Jann & Kelley, Inc.

*Copr. 1949, Sales Management Survey
of Buying Power; further reproduction not licensed

mail piece, with return postal enclosure soliciting inquiries from interested persons, or actual orders for Johnson's wax products, is mailed regularly to a large list of prospective users. Returns from this mailing—inquiries or orders—are referred to wholesalers for attention.

In addition, S. C. Johnson & Son provides distributors with sales helps such as imprinted blotters, folders, and pamphlets which salesmen can leave with prospective customers, or use as selling tools when making calls.

With the Business Partners plan in operation for six months after the second sales contest of the Boston wholesaler, it was decided to run a third contest, concentrating on floor wax, to increase sales of Johnson products still more. On this occasion James W. Barrett, maintenance products sales manager from the S. C. Johnson home office, was on hand with a crew of his salesmen. They did a particularly good job, says Mr. Reider, in indoctrinating his sales staff still more completely on the value of Johnson products.

The contest used baseball as a theme. To "get up to bat" in a game, a salesman had to sell a new account at least five gallons of wax. On selling five gallons he was credited with a base hit; 10 gallons, a two-base hit; 15 gallons, a three-base hit; 30 gallons, a home run. A base hit counted 20 points, a home run 120 points, and a double play (the sale of a 55-gallon drum of wax to a new account) 200 points, etc. Prizes ranged from a barometer for 90 points to a television set for 1,700 points.

Local Advertising Helps

More than \$7,000 worth of Johnson wax was sold in 10 days during this contest, the best results obtained in any of the events. In addition to other ways, S. C. Johnson & Son helps to increase sales through local business publication advertising and direct mail.

Supplementing previous sales performances under the Business Partners plan, the volume obtained in the third contest put the Boston Johnson firm among the national sales leaders of S. C. Johnson's maintenance wax products. There the Boston company has remained ever since, although Johnson distributors in other cities, notably St. Louis and Pittsburgh, have made large sales increases since adopting the Business Partners plan.

Knowing, however, the truth of the old adage that if you don't keep going upward you'll soon slip back, Vice-President Reider of Boston Johnson accepted the invitation of General Sales Manager Carlson and

Maintenance Sales Manager Barrett to go to Racine to attend a sales training program. There, he states, he learned a great deal more about Johnson products and selling methods to pass along to his sales staff during a new series of meetings.

While in Racine, Mr. Reider gave as well as took. In a talk before S. C. Johnson executives and the men in the training course, he outlined these advantages to the wholesale distributor under the Business Partners plan:

1. Good profits even on relatively small unit sales.

2. Low trucking costs.
3. Little storage space needed.
4. Tremendous repeat business.
5. Good support from the Johnson company.

6. Pushing the Johnson line gives good "ins" for other merchandise.

7. Plenty of time to plug wax because our other products, such as paper supplies, sell themselves more or less on the same visit.

8. Having pride in achievement, as is natural, we are proud of being the biggest Johnson distributor in New England.



**Results from
"classified"?**

Sure!

83% in '48

placed in the

SAN DIEGO

UNION and

TRIBUNE-SUN*

TAKE a leaf from the page of the Classified Advertising buyer in San Diego. You know that he must have *action!* *Results alone* are what count with him. *You* can get the same dominance and concentration of advertising dollars in general advertising when you select the San Diego UNION and TRIBUNE-SUN . . . exclusively . . . the way *most* local classified advertising buyers do! Just one "buy" . . . covers this rich and constantly growing Southern California market.

*** 1,537,606
individual classified
ads in the UNION and
TRIBUNE-SUN in 1948!**

495,000 people in the Metropolitan area, within 15 miles of "downtown"; 600,000 in San Diego County. Nearest big city over 100 miles north. Isolated, concentrated population, dominated by no other single advertising medium!

Ask the West-Holliday Man!

"All the News with Partiality to None"

San Diego

UNION and TRIBUNE-SUN

Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.
New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

Make your sales manuals and presentations more effective!



CLAREPORT*

PRESENTATION
COVERS

Full size clear acetate cover for smart visibility. Back cover stock of sturdy, attractive Beau Brilliant in 8 colors. Sheets are held with simple, invisible brass fasteners. Stock size holds up to 100 sheets, size 11x8 1/2. (Other sizes to order). Only 18¢ each (for 1,000) 25¢ each (for 100). We can also imprint your name at small additional cost. Please write for free sample S-2.

Exclusive with

THE BELFORD CO., 68 Greene St., N. Y. 12

We also specialize in all types of custom-made binders, portfolios and presentation covers. Tell us your problem—we'll help you solve it quickly and inexpensively. *Trademark; pat.



HOTEL Mayfair Lennox

8th and St. Charles 9th and Washington

All rooms have every luxurious appointment from guest-controlled air conditioning to free radio reception.

Priced economically from \$3.50. Teletype SL-139.
FINE FOOD GARAGE SERVICE

U.S.A.'s LARGEST REPRODUCTION HOUSE
WE MATCH YOUR ORIGINAL TO A "T"

GENUINE 8x10" GLOSSY PHOTOS
DELIVERED NEXT DAY!

5¢ EACH In 5,000 Lots
5 1/2¢ in 1,000 Lots
\$7.99 per 100

Postcards \$23 per 1000; Mounted Enlargements (30x40) \$3.85
Made from your negative or photo.
NO NEGATIVE CHARGE—NO EXTRAS
Unsurpassed in quality at any price.
Made under supervision of famous James J. Kriegsmann
ANY PRODUCT PHOTOGRAPHED, 'S

COPY-ART Photographers
Plaza 7-0233
165 West 46th St.
New York 19, N. Y.

"WE DELIVER WHAT WE ADVERTISE"

"C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Now available for quantity purchases. SAMPLE COPY FREE to executives writing on company letterhead.

Sales Research Institute, 103 Park Ave., N. Y. C.

Why Marlow Sales Meets Ring the Cow Bell

BY LARRY FITZMAURICE

There's evangelistic fervor in meetings of commission salesmen of the Marlow Milking Machine Co. Salesmen heckle speakers or interrupt to relate personal sales experiences. When they score a point, J. C. Marlow rings the cow bell.

If you were not acquainted with the J. C. Marlow Milking Machine Co. sales school you would be sure there was an old-fashioned revival meeting going on inside the American Legion Hall in Mankato, Minn., every two months.

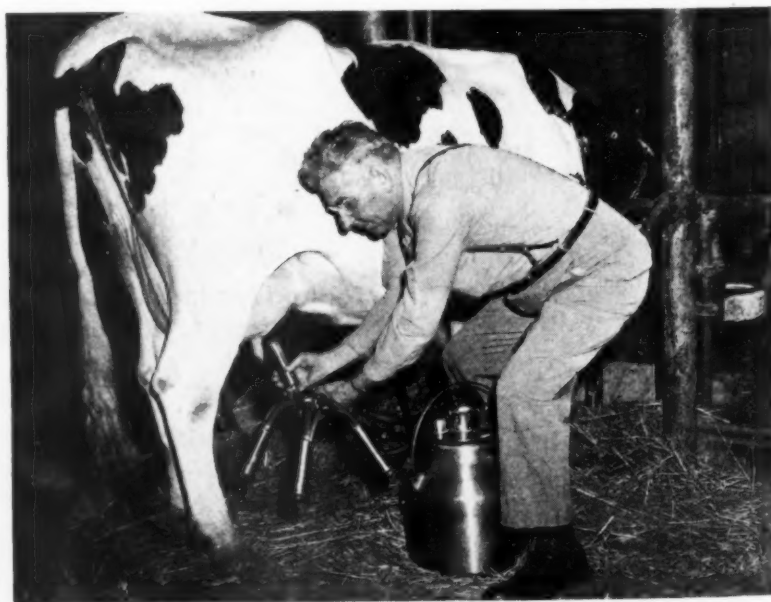
The Boss Talks

With evangelistic fervor at a recent sales meeting, J. C. Marlow scaled new heights when he shouted: "Yes, the dairy cow is the foster mother of the world. We are in the finest business there is and we're doing more for humanity than anybody. The Marlow milker is the hottest proposition that ever was, anywhere. Tell the farmer 'There's just one reason for buying a Marlow milker. It will make you money. You're losing money every day that you don't have one.'"

The Marlow sales school pattern

almost entirely omits sales patter as such, and the conventional techniques of presentation. For example, Marlow will declare: "Just show the prospect your black book. He may not believe it when you tell him he cannot afford *not* to own a Marlow milking machine. But he will believe what's written there—the letters from his neighbors and dairymen all over the Nation. Show him the letters from dairymen who say the Marlow machine has increased milk production and eliminated the major cause of mastitis."

Pressing for a climax, Mr. Marlow exhorts his men to "Make your prospect install right now. See that he uses the machine right. He will thank you and tell you later that you saved his herd and his farm. He'll be your friend for life. And, I'm telling you boys, there's nothing like friendship.



INSPIRATIONAL SALES TRAINING: A typical quote from J. C. Marlow (above) to his commission salesmen: "We're doing more for humanity than anybody."

SALES MANAGEMENT

If there was more friendship in the world, we would have less strife and turmoil."

For many a sales manager accustomed to smoothly run sales meetings in hotels, using latest electronic gadgets as teaching aids, the Marlow sales school is a throwback to the inspirational meeting.

What type of salesmen attend these meetings—and pay their own expenses? Practically all of them work on straight commission. Others, who work in the general office as well as sell are paid salary and commission.

"Crusading Extroverts"

Of Marlow's 200-man sales force, between 100 and 125 never miss a meeting. Marlow salesmen have one point in common—an intense interest in dairy farming. Many of them are former small town implement, hardware, appliance dealers, and county agents. It's obvious from their reaction to Marlow's unconventional kind of sales training that they are "crusading extroverts."

Sales meetings are staged in a single day—usually on Mondays. Meetings start at 9:00 A. M. and continue, almost unbelievably, until 10:00 P. M. Salesmen buy their own lunch, but Marlow provides the evening meal. Each person even one second late to the session is fined \$1.

The sales school—run with machine-gun rapidity—somehow manages to get across instructions on mechanical features of the Marlow milker, how to install it, and how to use it. But, however, neither speaker nor presentation is sacred. Salesmen hop to their feet and break into the presentation to tell of some personal experience with the milker. The general sales manager, Larry Pew, may break in, and Mr. Marlow himself interpolates all of the time. Even a guest speaker who is sometimes a herd manager or a veterinarian, has no assurance of getting through a Marlow sales meeting uninterrupted. Talks are punctuated by shouts of, "That's the truth," gavel-pounding and other racket when the speaker utters some telling statement. In the midst of the hubbub, Mr. Marlow may jump to his feet and clang the Marlow cow bell.

In a quieter vein, Mr. Pew may say: "You have a service to perform to the dairymen of this country. If you don't believe that in your hearts, get out of this organization. But if you do, go out and preach the Marlow gospel, to save the dairy industry of this country. This proposition is bigger than whether you or I sell milking machines."

DID YOU HEAR ABOUT HOW WE ARE PICKING THE PRODUCTS FOR OUR NEW HOME?



1.



2. Two weeks ago we got a beautiful, bound volume of catalogs about home building products and services. It's called HOME OWNERS' CATALOGS.



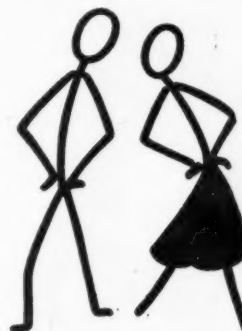
3. HOME OWNERS' CATALOGS certainly came at the right time. We are just planning our new home, and we use this fine book of home building catalogs in making decisions.



4. Naturally, we are mighty choosy about what goes into our new home. So we are going to tell our architect and builder exactly what we want.



5. HOME OWNERS' CATALOGS gives us the answers we need to make up our minds about things we've noticed in ads ...



6. So why don't YOU give us all the facts we need about YOUR product or service ... this HOME OWNERS' CATALOGS way?



Reaches home planners at the moment they become bona fide ready-to-buy prospects. HOW? That's just what we'd like to tell you!

If you want to sell prospective

Home Owners

it's smart merchandising to merchandise your products through

Home Owners'
CATALOGS

A Catalog Distribution Service of
F. W. DODGE CORPORATION
119 West 40th St., New York 18, N. Y.

Film Explains Benefits To Standard Oil Employees

A 20-minute sound picture simplifies the details of a liberalized annuity plan and provides an answer to the question in the minds of each employee: "What's in it for me?"

When Standard Oil Company of California liberalized its annuity plan a year ago, it wanted each one of its 28,000 employees fully to understand the changeover. It wanted them to realize what they were getting.

How to accomplish this?

An ordinary explaining-and-selling approach would not do, company executives decided, because a complicated intangible was involved. Security is a very real and serious problem to an employee, they maintained, and the extent to which an employee feels

secure may make the difference between happiness or discontent in his job. Every employer wants to feel that his employees are sold on their jobs and the long-range benefits. Standard's improved annuity plan is a long-range benefit.

Present-day changed money values and increases in living costs contributed to Standard's decision to revamp its annuity plan. The message to be put over to the personnel was one of "greater security" which the liberalized plan would bring. The re-

vision was going to cost the company an additional \$30,000,000 or more, plus additional running costs averaging \$2,000,000 each year. In comparison with similar benefit plans of leading industrials, Standard Oil of California's plan was acknowledged to be way up top.

A pamphlet was one obvious answer to the problem of how to tell employees about the liberalized annuity plan. But would this be enough? asked Standard's management. Often an employee tosses a booklet to one side, thinking it is too complicated to read. Could a simple-to-understand pamphlet be *supplemented* to help the employees? How about a motion picture?

Gene Walker, producer of films for industry, was chosen to make the picture. The 20-minute 16-mm. sound film in color that resulted took the working factors of the annuity plan and animated them:

1. The reduction from the employee's pay check.
2. The contribution of the company compared with that of the employee.
3. An investment of this jointly-provided money in an insurance program.
4. The place of Government Social Security in the employee's over-all future.
5. What the employee would realize when it was time for him to retire: regular retirement at the age of 65, also earlier retirement which is of crucial concern to many employees.

Understandable to All

Both the general principles and specific benefits had to be made clear. This was not easy because each employee is different—different salary history, different age, different length of service. At the same time the film had to tell an accurate and uniform story, intelligible at every level of comprehension.

Thirty-one prints of the film were made and traveling crews of experts from Standard's Benefits Division took them into the field for meetings with supervisory personnel. To augment the picture, for future reference, supervisors were given a handbook explaining the annuity plan and its presentation. In each area one member of local Standard Oil management was responsible for showing the film at meetings for all employees, in his area, on company time.

Standard's executives believe that the motion picture film has accomplished for employee relations what no other public relations or selling technique could have done as successfully.

**FRONT PAGE
TV NEWS**

For years we've been making 1-Minute Film Commercials for National Advertisers to screen in theatres . . . This know-how is now available to you for your TV Film Commercials.

We combine creative artistry (both script and camera) with the sort of sales substance that impells action.

We've found out much about how to compensate for the TV limitations so that your films telecast brilliantly.

May we screen some of these films for you . . . with no obligation on your part.

Reid H. Ray Film Industries

2269 Ford Parkway
St. Paul, Minn.

208 So. LaSalle St.
Chicago, Illinois

LOOK AT
THE RECORD

We've made 1-minute film spots for such companies as:

Beich Camera
Carey Salt
Fitch Shampoo
Florsheim Shoes
Draft
Wheaties
Pillsbury Flour
Beloved Diamonds
Motorola
Speed Queen Washers
International Harvester
John Deere
Phillips 66
Nutrena Feeds
Quaker Oats Co.

Tips



"Color is How You Light It."

If you manufacture a product whose sales appeal is involved with color, or if you're selling to a market in which color is a key angle, this booklet reporting the results of a recent study will interest you. It's a summary of the findings of an analysis of the effect on color of the six different tones of artificial light now available. Sylvania Electric Products Inc. color analysts have worked out a simple method of determining which types of light are best suited to different colors of paints and fabrics. Display men, attention: They've included a two-page chart on which the appearance of 44 decorating colors is noted under each of the six artificial light sources. According to the report, pure incandescent lighting enriches dark reds and brightens yellows, but has a darkening effect on most of the other colors. Warmtone fluorescent lamps, whose color tone closely approximates that of incandescent light, brightens reds and yellows, adds warmth and clearness to most of the colors tested. The effects of light on the color of merchandise in relation to its background or display, and the use of this information in industry, as well as in the home furnishings field, are outlined. For a copy of the booklet, address the Commercial Engineering

Dept., Sylvania Electric Products Inc., 500 Fifth Ave., N. Y. C.

"Pack to Attract." It is by now one of those foregone conclusions that a package has two major functions: the first, to support and protect the product under all conditions; the second, to promote the product. It is on this second function that this new publication issued by Hinde & Dauch Paper Co. concentrates. Package design with an eye to selling, according to H. & D., makes a salesman out of a corrugated package—so why not endow packages with eye appeal, color, imagination? H. & D. emphasizes its point with a gallery of photographs of successful corrugated boxes used by major manufacturers both to protect the product and to attract customers. The booklet stresses the acceptability of such packages by dealers, who "push" packed-to-attract merchandise, and demonstrates the use of family packaging to prompt impulse buying, increase the unit of sale, and simplify product identification, stor-

age and inventory. It illustrates how corrugated shipping boxes with good package design may be used as an adjunct to premium selling, how they serve also as gift boxes. Copies are available on request to The Hinde & Dauch Paper Co., Sandusky, Ohio.

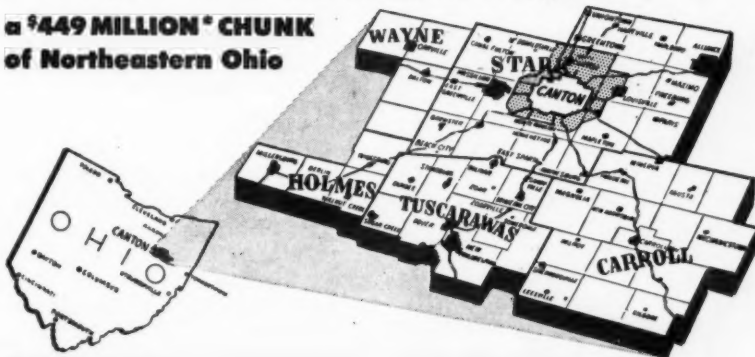
"Increasing Butter Sales and Profits." Here's something for butter producers, distributors and retailers. It contains results of research sponsored by the Paraffined Carton Research Council on butter packaging and marketing. The portfolio covers the entire field of butter packaging materials and practices. It compares advantages and disadvantages of various packaging methods as to protection, cost and sales. Color photos, charts and statistics portray manufacturing and merchandising costs, demonstrate how packaging methods are related to quality protection, display and product appearance. For information on the portfolio, write to the Council's headquarters at 111 West Washington St., Chicago 2, Ill.

To Sell



in the Canton, Ohio, market

a \$449 MILLION* CHUNK
of Northeastern Ohio



SUCCESSFUL NATIONAL ADVERTISERS

Use.... 100% COVERAGE OF CANTON HOMES... 99.3% CARRIER DELIVERED

1. Canton, subject to all the smoke and soot and grime that go with a busy, heavily populated, industrial center, is a good place to sell soap. Particularly so, because Canton's water supply is extremely hard (28 grain).
2. Canton is a rich, stable market—over 200 diversified industries with eight of the world's largest among them, shopping center for Ohio's most thickly populated farm area.
3. Easy to sell—the Canton Trading Area is a one newspaper market, where buying habits of 74,000 families are influenced daily and Sunday by The Canton Repository. Get complete details, call in Story, Brooks and Finley.

*Sales Management Survey of Buying Power, 1948

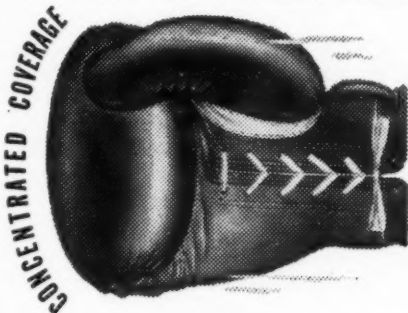
Canton, Ohio

ALL BUSINESS IS LOCAL



A Brush-Moore NEWSPAPER

NEW JERSEY'S FOURTH LARGEST MARKET



BAYONNE CANNOT BE SOLD FROM THE OUTSIDE

99.85/100% of THE BAYONNE TIMES Net Paid Circulation is concentrated in the City of Bayonne... There is NO COMPETITION... everyone in BAYONNE reads THE BAYONNE TIMES. 93% Home Delivery. Send for your 1949 copy of THE BAYONNE TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. La Salle St., Chicago

MAY 20, 1949

New York's Gay — in May!

Any old time, really, but especially in May. For in May, Mister Businessman, New York's at its best. Business is brisker, temperaments are calmer, the air is balmy, and the streets are fairly singing with Spring. Grab the Missus and come and see us. At the New Yorker we're Spring-happy too, with all the diversion we've got waiting for you.



Sports your dish? Then have a taste. You'll find the baseball season in full swing. And we, at the New Yorker, are improving our batting average too! We're headquarters for several of the big league teams during the whole exciting season. Speaking of baseball, make a note to write us about our all-expense Baseball Holidays at the New Yorker . . . two or three day visits from as little as \$8.50 which includes room, "brunch", and reserved seat for the Yankees, Giants or Dodgers!

Here's another tip: Take in the town on one of our all-expense Night Club Tours, including room and choice of sightseeing features, high-lighted by our famous Ice Show on real ice and Dinner de Luxe in the smart Terrace Room. 2, 3 and 4 day Tours from as little as \$17.95; ask us for a picture folder with complete information—or see any travel agent.



May we tell you about our rooms? There are 2500 of them—newly decorated, all outside, with radio, shower, circulating ice water, and many with television. The beds are soft as your own. In fact, everything is designed to remind you of home except the service—and that we'll guarantee you never get in the old homestead.

Drop us a line asking for our positively free Calendar of Events. Glad to do it. Why not include your reservation at the same time. New York's THE place to come to, and while you're here the New Yorker's the place to stay.



Hotel

NEW YORKER

Frank L. Andrews, President
2500 Rooms • Tunnel Direct to Penn Station
34th Street at Eighth Avenue, New York 1, N. Y.

Shop Talk

Pea-Soup at Newark

There was a lazy breeze from the south and the sun was just going down when I boarded an American Airlines flagship at the Syracuse airport on the evening of May Day. It was Sunday, and I figured I'd be home in time to put my feet up, to listen to a news roundup on the radio, and run through the Sunday *Herald Tribune*.

But things didn't work out that way. Just outside Newark we ran into a mess of whipped cream, and the Tower reported zero-zero at the airport. The stewardess came back from the office and said we'd try Philadelphia or Bridgeport. A little more jabbering on the radio phones revealed that Philadelphia already had a raft of planes stacked up and Bridgeport was full. So we nosed north and landed at Albany, along with two other plane-loads of folks who urgently wanted to be somewhere else.

There must have been about 80 of us who poured into the terminal where there was only one man on duty at the time. By then we had learned there was only one train going into New York before morning: one scheduled for 1 A. M.—or two o'clock daylight time.

Now this is a situation the airlines have had to face ever since they started in business. There are times when you can't argue with the weather. Everyone who flies on pleasure or on business sooner or later meets up with this kind of inconvenience. But I'm moved to write about it now because I'm such an ardent admirer of the way the airlines make lemonade out of their lemons. Their infinite patience, their good humor, and their painstaking effort to treat every passenger as an individual are a superb demonstration of public relations in action.

It's mighty good going when you can succeed in substituting admiration for the skill with which you handle unexpected inconvenience for the annoyance that inconvenience inevitably causes. I'm sure many another airlines passenger who has been set down at a spot foreign to his desired destination has, as I have done, later found himself refreshed and re-sold on an industry that seems to have learned so much about treating people like people.

At Albany, the other night, the lone man at the desk soon found himself reinforced by help from all the pilots from the planes, and the stewardesses. One of our pilots got behind the counter. Another manned the baggage truck outside. Fluttery ladies were calmed; two men wanting to go to Providence were hastily put aboard a Boston plane that was waiting on the runway. Taxis were called. The man at the desk telephoned the room clerk at the Ten Eyck and made a reservation for me. The conversation in the waiting line became general, and everyone had a story of some previous situation in which he had been stranded. When I got into my taxi, there wasn't a sourpuss in sight.

I don't know how many of the passengers realize that a weather snarl is even more inconvenient to the airline than it is to the passengers. Their ships and personnel are scattered all over the map. The normal schedule is a shambles. The pilots and the stewardesses have private lives, too, which are disarranged. Our stewardess didn't even have an overnight bag, yet she knew she would have to stay in Albany until morning. But all of the personnel somehow get together, at a time like this, in team formation, to do the very best for the customers that is humanly possible. They did so well, in fact, that when they apologized to me, I felt the shoe ought to be on the other foot: I felt like apologizing to them.

I am almost a fanatic believer in the service approach to selling. I doubt if anyone can say where public relations ends and selling begins—they're all mixed up with each other. But I do know that the service philosophy is the sound rock-bottom base for both.

I know enough men on the management end of air transportation to be sure that, as well as their personnel perform, they stick eternally with the job of trying to make their service better. They struggle to keep their people aware and alert. They keep reminding everyone that the public likes to do business with people who are friendly. Many an older business can learn from this youthful industry which seems to appreciate so well the importance of human relations.

I just couldn't help contrasting the behavior of the airlines people in Albany with what happened at the railroad station the next morning. A rather-too-hasty glance at the train schedule led me to believe that the earliest express to New York would be the Knickerbocker, due out of Albany at 7:55. I ambled down to the station quite a bit ahead of time for the very good reason I had nothing else to do. When I bought my ticket I asked if there was a parlor car on the Knickerbocker, and the ticket man said "no." I said, "7:55?" He said, yes, but the train would be 20 minutes late. I bought a paper and sat down.

I hadn't even hit page two when it suddenly occurred to me that there might possibly be another, and earlier, train. I went to get a schedule and at that minute a loud speaker blared out that the Hudson River Special was ready. The station-stops called indicated that it was an express. I climbed on board and off we went.

Maybe you can figure out why it didn't occur to the man at the ticket window to tell me there was an express for New York that would get me on my way immediately. Instead, he told me about a train that was late! I might have checked my bag, ambled off for a walk, and never heard-tell of the Hudson Express.

Maybe I'm a "problem-child customer" because I'm so sensitive to all the nuances of selling situations. Years of training on a magazine like SALES MANAGEMENT lead me to continued careful analysis of sales behavior. If it's good selling, why is it good? If it's bad, what's wrong with it? The average customer isn't so analytical about it; all he knows is that he's happy or unhappy with a deal, and he emerges feeling increased good will toward the company involved, he's barely satisfied, or he's mad as a hornet. What I'm trying to say is that reaction to selling techniques is fully as much a matter of emotion as of reasoning. It's something to think about.

A. R. HAHN
Managing Editor.

P. S. This story even has a postscript. At the risk of having this sound like a love letter to American Airlines, I'd like to report another evidence of alertness to customer wants demonstrated on this same flight. This is one of the trips on which AA serves a light meal. It's put aboard in sectionalized containers, ready for quick service with the addition of a beverage. I had just lapped up the last of the gingerbread when the stewardess dropped into the empty seat beside me, showed me a full-page "meal service" form which shows what was served, how many meals were served, and so on. At the bottom she asked me to fill in my comments about the meal. Tasty? Did I think it well balanced? Suggestions?

It has been customary, until recently, she explained, for the stewardess to make the comment about the quality of the meal. But somebody decided it would be infinitely more practical to ask the customers what *they* thought. (After all, the stewardess doesn't even have time to eat. She's busy.)

Dog-gone! With everything else they have to do, they manage to get in some market research!

A.R.H.

First!

- ON THE DIAL
- IN LISTENING
- IN NETWORK

WSJS
LEADS
DAY AND NIGHT
IN
NORTH CAROLINA'S
RICH TRI-CITY
MARKET

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

WRITE FOR OUR BMB FOLDER

WSJS
AM WINSTON-SALEM FM
THE JOURNAL-SENTINEL STATIONS

NBC
AFFILIATE
Represented by
HEADLEY-REED COMPANY



BY WILLIAM S. FORREST, JR.
Director of Commercial Research
Golden State Company, Ltd.

We Learned the Hard Way To Pre-Test Packages

Golden State's butter carton was a rank outsider in its family of labels. But buyers bucked when this dairy arbitrarily switched label design and colors. You can benefit from this candid admission of error and its solution.

Do people tend to associate certain products with a given color or shade? That is an important question to ask when you are designing or re-designing a package or in anyway depending on color to make an initial selling appeal.

Because we had asked that question only in a general way, we altered a package without detailed research into the finer points of color association with certain products. In our case, it was butter.

Family Label

For several years we have been creating a label family that will relate the diverse line of Golden State products to one another. This means incorporating into the labels, for our dairy products, ice creams, cheeses, dry milk powders and so on, points of similarity to draw attention and persist in the customer's memory. Our aim is to include all our labels and packages in this basic "family" pattern.

A rank outsider was our butter carton. One of our oldest labels dating back to early days of Golden

State Co., it was very different from the new ones, in appearance, color and design. Supply was running out and it seemed a good time to bring the butter package into the family. It was re-designed to conform, incorporating our recently adopted "Little Prospector" trade-mark. Because the old package with its spray of flaming poppies was so well known, a tiny cut of it appeared twice on the new carton.

The colors, arbitrarily selected, were a deep yellow and a sort of Chinese red. The main reason for the color choice was to give flash eye appeal. Butter is stored in refrigerated cabinets where as a rule the light is not too good. Our predominant aim was to provide a package which the customer would see before anything else.

Now, we are firm believers in market research of the most thorough-going sort, both on product and package. In this particular instance we did not use the research approach, considering the answer to be so obvious that anything other than direct action would be waste of time. We

thought we knew what we wanted: an eye-catching package with a family relationship to our other labels. In this new butter package we thought we had it.

Trial Run

The arresting red and yellow package went on the market in limited quantities as the old-style carton ran out. We watched for results, and we got them almost immediately—in the shape of too many unfavorable reactions from branch personnel, retailers, and housewives. This startled us. We had designed any number of labels and they were successful. What mistake, or mistakes, had we made in this one? What didn't they like about it?

Here were some of the criticisms:

The colors were too startling.

They didn't like red and yellow together.

The colors suggested margarine.

The unfavorable reactions, we noted, were all against the colors or the combining of the colors. Then, too, there was the association with margarine which was a fighting

THE CARTON IN QUESTION: It had to pass a screening test by the highest board of review, those very customers whom they wished to sell.



some women ju **C E N S O R E D** n

staple!

It's no joke to the men who make brassieres and corsets—the fact that eligible women in one state spend a mere 39¢ each per year for aids to uplift and control, while in another, not too far away, the annual per-women investment runs to \$3.17, *more than eight times as much.*

Why? It's hard to say. Foundation garments fit some curves to perfection, but their sales pattern is something else again.

It doesn't seem to fit population curves, national origins, degree of urbanity or any conventional yardstick.

Foreign as corsets may be to your business, *your* product also may face variations just as fantastic—variations that traditional advertising methods often fail to match.

That's one big reason why so many national advertisers are turning to the daily newspaper as the base of their advertising strategy. It puts pressure on markets that deserve it—helps you save money in markets that don't. That's one brand of figure-control that's mighty important in times when costs are high, competition is keen and when, as always,

All Business Is Local

Bureau of Advertising,

American Newspaper Publishers Association, is in business to help you make your advertising more productive. Call or write us at 370 Lexington Ave., New York 17; 360 North Michigan Ave., Chicago 1, or 240 Montgomery St., San Francisco 4. Or ask for your copy of the newly revised booklet, "Services Available to Advertisers."

Sponsored by the Toledo Blade in the interest of more effective advertising.

See every advertisement
of interest to you in 1393
shopping centers



ACB Newspaper Research Service brings you every advertisement you want to see that is published in daily or Sunday newspapers of the United States.

With ACB Research Service, you know exactly what is being advertised by your dealers; or your competitor's dealers; or the content and extent of releases by competitors in national advertising.

ACB Research Services can be obtained nationwide; by cities grouped according to population; sales territories; or even single towns. Research Services are furnished either in tabulated reports or tearsheets of advertisements only. You may take these services continuously or periodically.

ACB Services are among the most useful tools in merchandising and distribution. They are so flexible that you can get exactly what you want in coverage—and in duration. Executives are invited to send today for catalog.



79 Madison Ave., NEW YORK (16)

538 S. Clark St., CHICAGO (5)

16 First Street, SAN FRANCISCO (5)

161 Jefferson St., MEMPHIS (3)



charge to a producer in the dairy industry. This was all discouraging and we decided that we'd better make a survey.

We went directly to the housewife. We took four packages and asked what she thought of them. One was our new package; the other three were three of the best selling competitive brands' cartons. Dummy cartons were made up with the same fictitious brand name which was the same on all four packages. The real design and actual color scheme of the original cartons, however, were used. In the case of our own, all distinguishing marks which might have identified the brand were also removed, but the design and colors were retained.

In addition, the three competitive brand cartons, I might mention, were taken from the Los Angeles market because they would be less likely to be familiar to housewives in San Francisco where the survey was made. In this way we hoped to avoid any association, conscious or otherwise, with brand prestige, loyalty or reputation.

The question we asked was: "Which carton do you prefer as a butter package?" Not merely, "Which do you prefer?" We were of the opinion that the distinction would be important.

To our chagrin, our vivid red and yellow package which could practically be seen in the dark came out fourth in customer appeal. The reasons given were varied. What they boiled down to was that it didn't look like a butter carton. It just didn't suggest butter to the customer's mind.

They Said "No"

The logical next step to take was to make a survey to try and find out what market requirements for a butter carton actually were. There seemed several possible reasons for the rejection of our carton—design, color, or interaction of the two. The second survey, therefore, was set up to measure each of these variables independently of the other.

We went back to housewives with a panel of five cartons. All were practically the same color combinations, all the same blind brand, but each package had a different design. Two of them were winners on the first survey. The other three were Golden State designs, one the original new one which had given us all the trouble.

Each housewife was asked to select two designs she liked best. If either her first or second choice was one of

our designs, she was shown another board. This had packages showing the design she had selected, but in a variety of colors.

The final results revealed that the three Golden State cartons were preferred.

The color scheme overwhelmingly preferred was a combination of soft, sky blue with a pale creamy yellow. The red and yellow combination was definitely subordinated in the housewives' preferences. The blue and yellow were the colors which the largest number of housewives liked to associate with butter—or, perhaps, unconsciously associated with butter.

Pitfalls To Avoid

On the basis of these results, then it was substantiated that our design judgment had been sound; our color judgment had not. It was also apparent that we had not been justified in arbitrarily choosing a label color scheme for flash eye appeal without due consideration to a complex of subjective, psychological factors. It is possible that this is more true in relation to a food item than to a product in another category. There may be a host of associations, conscious or unconscious, in our customers' minds with the items they are setting out to buy.

Whether these are right or wrong prejudices, or something more fundamental, is not for the sales manager to be concerned with, perhaps. However, he has to be concerned with the effect on the customer.

Moral

The moral, if you want to call it that, of our adventure in adding a new package to our family line, appears to be this: It is always a mistake to introduce a new package without intelligent pre-testing, whether of the sort we eventually conducted, or through store tests with several types of packages where results would be based on which type the customer bought most readily over a period of time.

Confident now that we have a butter package the housewife will choose with approval, we are changing to the blue-and-cream colors, with our original design, for our store package, and to one bearing a family resemblance to it for our premium grade butter.

It is too early to show with profits that we are right. Our branch personnel and our trade are convinced that we are, so it looks as though we are.

The Practical Slant on Business Aids for Schools

Today, all over the U. S., business-sponsored teaching aids are being used in schools. But "much of what business does with its sponsored aids program is based on assumptions." Those are the words of Thomas J. Sinclair, Ph.D., author of a new book on the subject, "Business-Sponsored Aids in Our Schools."*

Dr. Sinclair's ambitious study on the subject of business-sponsored teaching aids grew out of his Ph.D. thesis. In his book he has attempted to present the nature, purpose and content of free and inexpensive materials for the classroom, how they are prepared, produced and distributed, their availability, actual use and evaluation. The book is illustrated with numerous charts and tables to clarify his subject matter, and the author makes recommendations to business regarding its use of sponsored teaching aids.

Dr. Sinclair, a man with an inquiring mind and a combined educational and business background, long ago saw that much of the money and energy going into business-sponsored teaching aids was being dissipated. He began to wonder how more satisfactory results could be obtained and just how much of the effort put into such aids was lost.

Sinclair's Background

His work as manager of the School and College Service of the Association of American Railroads convinced him of the need for more accurate criteria in the determination of the types of business-sponsored aids preferred by schools. After some preliminary investigation he discovered that, while much had been written on the subject, no all-inclusive survey had been made in the field. Dr. Sinclair decided to make such a survey, using the information he garnered as background for the thesis he was planning to write.

He wanted to know, too, what could be done to provide better sponsored materials.

First Dr. Sinclair analyzed the over-all problem, the belief held by many (including himself) that much of what business actually did with its aids was based on assumptions. He discovered, after conference with eight representatives of business in formulating a tentative list of problems, that his belief in the "assumptions" theory was correct. He sent

his list to 100 leading business sponsors of teaching aids, asked their cooperation.

After charting the suggestions of 59 of his respondents, Dr. Sinclair prepared three separate, eight-page questionnaires—as closely parallel as was feasible—for business, school administrators and teachers. The questionnaires for educators were pre-tested in six states before being printed and mailed.

Of the hundreds of questionnaires mailed, better than 60%, in all 1,227,

were returned completed—clearly showing the wide interest in business-sponsored teaching aids among all of the groups. Approximately 300 of the respondents were classroom teachers from all grade levels; 337 were from school administrators.

Dr. Sinclair then projected his findings with the questionnaires and from the results wrote his thesis which was accepted by Northwestern University last summer in fulfillment of the thesis requirement for a Doctor of Philosophy degree.

The New "EMCEE"

Announcer System

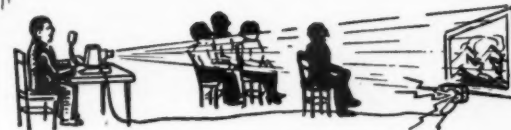
(Master of Ceremonies)

Can be used with regular Movie-Mite 10" Auxiliary Speaker



Commentator can adjust his own tone and volume

Two speakers can be used, 50-foot cable on each



Perfect for your Slides or Silent Film

... a simple, foolproof announcer system for many uses ... in school rooms, business and women's clubs, sales meetings, outdoor gatherings, the nursery, sports tournaments, and above all ... to help you put a professional touch to your silent movies and 2x2 slides. It even has a plug-in for a turntable.

All in one case, amplifier and microphone fit in back of speaker case ... weighs only 16 pounds ... has the famous Movie-Mite four-watt, miniature tube amplifier ... attached microphone ... tone and volume controls ... ten-inch speaker ... all cables included ... beautiful alligator, brown leatherette covering.

Write for literature. ... See your photographic dealer today for a demonstration.



"KEEP YOUR EYES AND EARS ON MOVIE-MITE"

MOVIE-MITE CORPORATION

1105 EAST 15th ST.

KANSAS CITY 6, MISSOURI



* Published by F. A. Owen Publishing Co., Dansville, N. Y.

Television Commercials on FILM . . .

Planned, Perfected
and Previewed
before Telecasting

• STOP-MOTION

• ANIMATION

• SPECIAL EFFECTS

• PROJECTED BACKGROUNDS

• TRICK PHOTOGRAPHY

Write or Phone for a Screening of
our TELEVISION COMMERCIALS

ATLAS FILM CORPORATION

Over 35 years Experience in
Motion Picture and Slidefilm Production

STUDIOS and LABORATORY

1111 South Boulevard

Oak Park, Illinois

BETTER LETTER PAPER?

Rising is Right!
Here's Why—



Rising Line Marque has the look and feel of quality. It's a paper of distinction for your letters of importance. Your printer will advise that the best letter paper to buy is undoubtedly—

Rising Line Marque

- ✓ 25% rag
- ✓ exclusive pattern inspired by Italian Handmade paper
- ✓ 3 pastel shades and white
- ✓ envelopes in 6 sizes
- ✓ excellent printing surface for die-stamping, lithography, gravure or letterpress

Write for sample brochure to box SM-5.
Rising Paper Company, Housatonic, Massachusetts.



WHEN YOU WANT TO KNOW . . . GO TO AN EXPERT!

Rising Papers

ASK YOUR PRINTER . . . HE KNOWS PAPER!

Rising Paper Company, Housatonic, Mass.

Walnuts Join Pre-Packaged Parade

Seasonal product formerly sold in bulk makes year-round bid for markets with pre-packaging.

For years there had been a "screw-ball fringe" of California walnut growers who plumped for a consumer pack. (Walnuts always had been sold in 100-pound bags, the retailer weighing them out.) The reasons:

1. Food retailing has steadily gone self-serve.

2. Other nuts were consumer-packaged: California almonds, northwest filberts, southern pecans, even Brazils, packaged by importers.

3. Bulk walnuts had been relegated to the fresh fruit and vegetable section, the only place where bulk items were handled. Consumer packages would get a better spot in the grocery section.

4. Best argument: Walnuts were traditionally a Thanksgiving-to-Christmas specialty, but consumer packaging might lead the grocer to stock them on through spring, giving a longer season and larger sales volume.

Made 12-Year Research

For a dozen years consumer packages were developed and tested by the California Walnut Growers Association, and last season the plunge was taken. In Los Angeles a new packing plant was installed—investment \$700,000. About one-third of the 1948 crop was shipped in the one-pound bags through regular trade channels. The Association advertises to the consumer, maintains a dealer service that works to get good displays, but relies on wholesalers to sell the retailer.

Results Successful

When the season was in full swing, C. F. Meals, advertising manager of the Association, traveled throughout the country to see what was happening sales-wise. Result of his report: The 1949 consumer pack will be increased to at least half the crop; retailer demand may be larger than present packing-house facilities can take care of.

"That's a silly question," said the majority of dealers when asked which they liked better, bulk nuts or the consumer package. Weighing out costs them money for labor and bags, even when done in the back room, and few helpers can get 100 one-

SALES MANAGEMENT

pound bags out of 100 pounds bulk. The Association consumer package costs them a 3½ cents per 50 pounds premium. That they say is an economy.

Consumer bags go into the grocery department, with similarly packaged beans, cereals, and competitive nuts. The housewife finds them more conveniently and buys more often.

The walnut season is definitely extended by a consumer pack, though tonnage results are still in the future. Traditionally, the retailer laid in walnuts for the holiday season. When consumer interest sagged after New Year, to avoid loss he hurried to clean out remaining bulk stock.

There are 50 consumer bags in a carton. The retailer can order according to his sales and run no risk. With walnuts constantly on hand, he sells right on into summer.

The consumer package is an economy to the Association and to wholesalers. With bulk nuts, the Association's service man might spend half a day in one store, bagging and building a display. Now he can build several displays in the same time. Wholesaler salesmen could not afford to offer service to dealers with bulk nuts. Now they can take them in with several other displays. The package is also excellent for call-backs, to dress up messy displays.

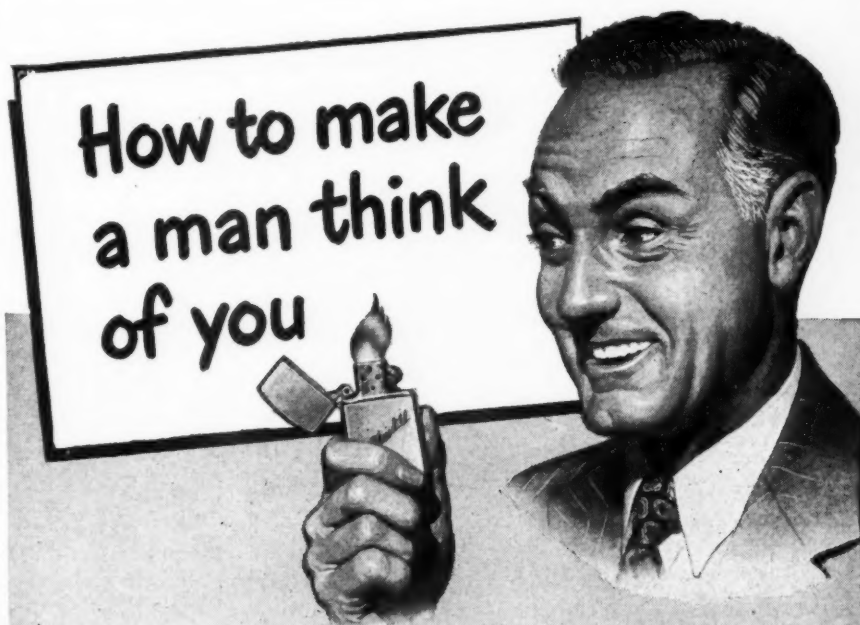
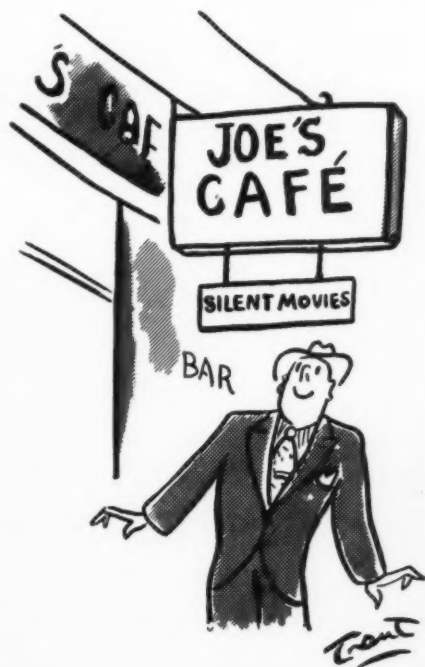
Mr. Meals was a little astonished to discover how much consumer and trade preference there still is for bulk items. Among foreign people, notably in Pittsburgh, Detroit, Boston, and

Cleveland, the bulk buying habit persists. These customers like to run their fingers through the nuts, and they buy in 5- and 10-pound lots.

The consumer package can be used to change habits, by being displayed alongside bulk nuts. Association service men who build bulk displays in stores add a display of the cellophane bags, and report that they are selling. Some chain stores prefer to buy bulk nuts and do their own consumer packaging in their warehouses, using less expensive bags, often unprinted, and dispensing with the car-

tons in which Association nuts are shipped. They maintain that their costs are under the 3½-cent premium.

However, even a large chain store cannot get 100 one-pound bags out of 100 pounds of bulk walnuts, Mr. Meals reports. Some chain store managers frankly prefer the cellophane bag for its better appearance and uniformity with packaged cereals. Consumers are getting acquainted with the Association pack in other stores. The apparent saving may be waste, because the cellophane bags will undoubtedly increase retail volume.



Try to forget the one who gives you a Zippo! It can't be done. For Zippo lighters perform so faithfully, they soon become treasured. That's why some of the country's biggest corporations pick Zippo as goodwill gifts and premiums. Zippo is so perfectly built it is guaranteed for life—will never cost anyone a penny for repairs. It's the gift that never fails . . . to give service and make friends.

Available with signatures, initials, your company name or trade-mark. Write for quantity discounts: Zippo Mfg. Co., Bradford, Pa.

Pocket Zippo: singly, from \$3. to \$175.*
Desk Model: \$10. Engraving: \$1. extra
Discounts on Quantity orders.

*Plus Federal Tax on sterling and gold cases only.



ZIPPO WINDPROOF LIGHTER
The Gift That Never Fails

Media and Agency News

RADIO

More than \$8 billion a year is the potential buying power of America's 13 to 19 year olds. This is revealed in the second part of the Gilbert Youth Research Organization survey in the radio field conducted for the National Broadcasting Co. as part of the network's long range youth program planning. (The first survey dealt with the 8 to 14 age group and its findings were released in April, 1948.)

More than 1,200 teenagers were interviewed during 1948 in four major cities: Chicago; Philadelphia; Pittsburgh; New York City. Some of the results indicate that the average weekly buying power for boys is \$14.65 as compared with \$10.77 for girls, and that approximately 64% of boys and girls have radios of their own. On several programs much higher percentages are noted among those preferring the sponsor's brand than among those who do not. On the average, from one-fourth to one-third of teenagers' listening time is spent away from home, in friends' homes and in automobiles.

The survey, according to Hugh M. Beville, Jr., NBC director of research, "gives us an increased understanding of United States youth as radio listeners. In addition to Gilbert

survey figures for research purposes, findings will be examined to aid NBC program officials in their study of radio impact on the young mind."

Four major phases are contained in the survey. Under "Availability and Listening Habits" listening habits and listening interests are examined. "Buying Habits" includes frequency of product use and brand preferences. Finally, "Sales Effectiveness" and "Buying Power" of the youth market are charted.

The average weekly buying power of urban teenagers is \$12.71, and increases from \$4.03 at ages 13-15 to \$25.56 at ages 18-19, the increase reflecting the greater number employed full-time at the older ages. Bulk of the buying power is derived from part and full-time jobs, except in the youngest age bracket.

Results of the Gilbert survey are included in a presentation entitled "Urban Teenagers As Radio Listeners and Customers."

NEWSPAPERS

Sponsored by *The New York Times*, a nation-wide promotion drive to help booksellers increase sales during the vacation season is starting this month. The program opens May 23 when *The Times* will mail a complete promotional kit to more than

1,500 booksellers throughout all 48 States. Included in the package will be colorful posters for counters, tables and shelves; window strips; envelope enclosures; mats for local newspaper advertising; suggestions for window displays.

The entire campaign will be built around the slogan "Good Books Add so MUCH to a Good Vacation."

In New York City, *The Times* will promote the drive in its own advertising, in broadcasts over radio station WQXR, and in a window display on Times Square. *The Times* also will publish for the first time on Sunday, June 19, a Vacation Book Issue of *The New York Times Book Review*, especially slanted for the summer reader.



FREDERICK N. LOWE, Pittsburgh Post-Gazette, elected president, National Newspaper Promotion Ass'n.



J. L. MCGOVERN, Bridgeport (Conn.) Post and Telegram, to address New England Advertising Executives Association, Boston, May 24.



PEABODY AWARDS luncheon, Radio Executives Club, from left: Ward Wheelock, Ward Wheelock Co.; W. C. Gittinger, CBS vice-president; H. F. Jones, vice-president, Campbell Soup Co.; Edward R. Murrow, CBS, award winner.

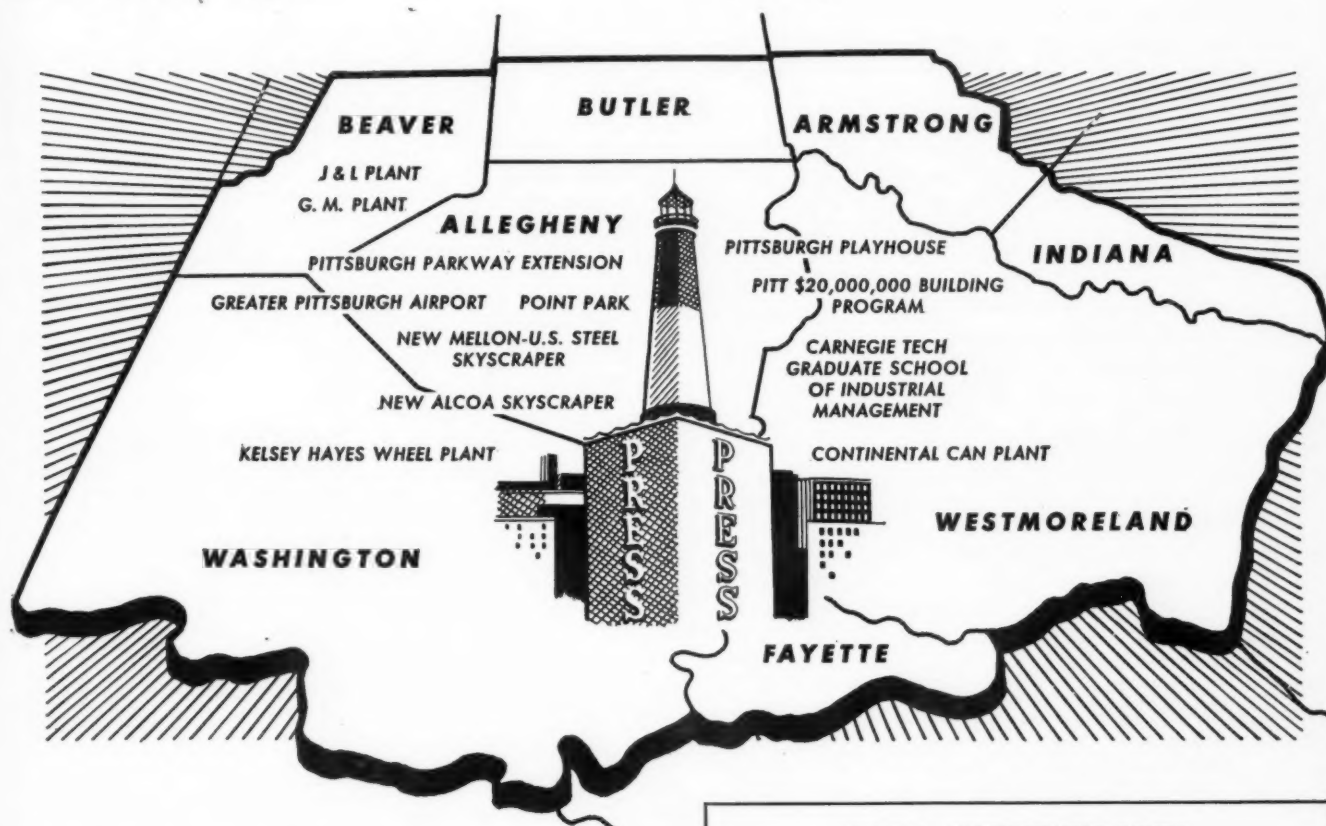
Effective with the first issue in July, the space rates of the newspapers in the Basic Metropolitan Comics Group will be quoted on a net basis, exclusive of all production material. The announcement accompanies a reduction in the quoted space rates of the 20 papers in the Basic Group: \$661 for one-third page, \$724 for one-half, \$1,039 for two-thirds, and \$1,097 for the full page. So that agencies lose none of their present advantages, the announcement states, Metropolitan will continue to render full service on printing requirements.

SALES MANAGEMENT

PITTSBURGH FEELS LIKE A BILLION DOLLARS

Pittsburgh's clearing ground for two skyscrapers and planning at least four others. Pittsburgh's spending 50 million dollars on its educational and cultural plant. Pittsburgh's investing over a billion in improvement and expansion of its industry. Pittsburgh's up to its neck in new highways, new bridges, a new Point Park and a fabulous new airport.

Kelsey-Hayes Wheel has moved into McKeesport. GM's moved into Ambridge and is building in West Mifflin. Continental Can is building here. J&L is improving its Pittsburgh and Aliquippa works. Only the Chamber of Commerce knows *all* the famous and not-so-famous businesses backing their faith in Pittsburgh with money.



It's happening right in the front yard of The Pittsburgh Press. These projects are well within the 8-county Pittsburgh retail trade area where The Press is dominantly No. 1 in circulation. More than half are in Metropolitan Pittsburgh—where 7 out of 10 families read The Press.

Advertisers give The Press the nod as No. 1 newspaper in this progressive market with a bright future. Last year The Press published 25,769,965 lines of advertising—more than any Pittsburgh newspaper ever before published. This year The Press is again increasing its margin of leadership.

TOTAL ADVERTISING LINES FIRST QUARTER

	1948	1949	Change
PRESS (c)	6,672,330	7,064,820	+392,490
PRESS (S)	3,336,241	3,540,845	+204,604
Post-Gazette (m)	5,092,447	5,073,844	- 18,603
Post-Gazette (S)	339,537	+339,537
Sun-Telegraph (c)	5,624,054	5,616,518	- 7,536
Sun-Telegraph (S)	3,033,940	3,099,256	+ 65,216

Sunday figures include all supplements

Source: Media Records, Inc.

Call on your Press Representative for latest information about the Pittsburgh market. Every Scripps-Howard Representative is a Press Representative.

REPRESENTED BY the General Advertising Department, Scripps-Howard Newspapers, 230 Park Ave., New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



**NO. 1
IN
PITTSBURGH**

The Pittsburgh Press

No. 1

In City Circulation — In Classified Advertising — In Retail Advertising —
In General Advertising — In Total Advertising

The New York Times has been awarded the F. Wayland Ayer Cup, in the 19th Annual Exhibition of Newspaper Typography conducted by N. W. Ayer & Son, Inc. The newspaper was selected from more than 950 entries in the Exhibition, which was open to all English-language dailies in the United States, Alaska and Hawaii. The award was made on the basis of excellence of typography, make-up and presswork.

First Honorable Mentions were won in various circulation and format groups by the following newspapers: Standard size, 50,000 circulation plus, *The Evening Bulletin*, Philadelphia; standard size, 10,000 to 50,000 circulation, *The Billings Gazette*, Billings, Mont.; standard size and less than 10,000, *The Hibbing Daily Tribune*, Hibbing, Minn.; tabloids, regardless of circulation, *The Gazette & Daily*, York, Pa.

To determine whether printed advertising in newspapers or spoken advertising on radio is more effective in delivering a message and persuading the people reached to buy the advertised product was the object of a study just completed for the American Newspaper Advertising Network by the Bureau of Applied Social Research of Columbia University under the direction of Dr. Paul F. Lazarsfeld.

Interviews were conducted among 700 housewives in Orange, East Orange, South Orange, and West Orange, N. J. The sample was so selected, in terms of age, education and economic levels, as to be representative of all the housewives in the communities.

The study consisted of two phases. In the first, "retrospective," interview, each housewife was asked to recall one specific newspaper advertisement and radio commercial pertaining to a food, soap, drug or cosmetic product, which she had recently read or heard.

In the second phase, the "immediate" interview, the housewife's attention was focused on selected and comparable newspaper advertisements and radio commercials. The interviewer showed each woman one published newspaper advertisement and played on a phonograph for her the recording of one radio commercial.

This "Reading vs. Listening Study" compared newspaper and radio advertising in terms of the following factors: sales arguments remembered; richness of associations; product-directed thoughts; amount of deliberation stimulated; quality of attention paid advertisements in the two media; special interest shown; type of interest displayed; attention focused on

content; buying intentions stimulated by advertisements in newspapers and on the radio.

In most of these fields newspaper advertising was shown to have some advantage over radio advertising. Quantitatively, radio would give 3,645 impressions to newspapers' 1,955. Of these, however, 59% of the messages via newspapers are remembered favorably, as compared with 18% of the favorably remembered radio commercials.

The underlying note of the presentation is that newspaper advertising, effective as it is, would be even more effective if it were used with the same continuity and frequency that accompanies radio advertising. It quotes Dr. Lazarsfeld to the effect that most of the success of radio advertising is due to continuous repetition.

MAGAZINES

According to the "Box Score of Magazine Newsstand Sales," published by S-M News Co., *Argosy* shows a gain of 73%, or 225,715 individual copies, for the last six months of 1948 in comparison with the same period of 1947. . . . *House Beautiful* avers that 50,000 of its 550,000 circulation is taken by paid trade subscribers who cater to the remainder of the magazine's readers, "selling both



MAJOR effort by minors is crowned by *Seventeen's* current "It's All Yours" issue. This sketch was contributed by one of the 26 teenagers who illustrated the magazine.

sides of the counter." . . . At *The Reader's Digest International Editions, Inc.*, plans are being formulated

for the purchase of a new printing press and the printing of a Portuguese Edition in Brazil, S. A. . . . *Outdoor Life* reports the greatest circulation average in its 51-year history, 788,283 net paid. Newsstand sales averaged 405,439, which is 51.4% of the total. . . . *Popular Science Monthly* also announces an all-time high in its circulation with a 1,170,066 average re-



A. K. ATKINSON, JR., appointed assistant to the publisher of *Coronet*, he will function as sales executive.



JAMES L. MITCHELL is elected vice-president and advertising director of Macfadden Publications, Inc.

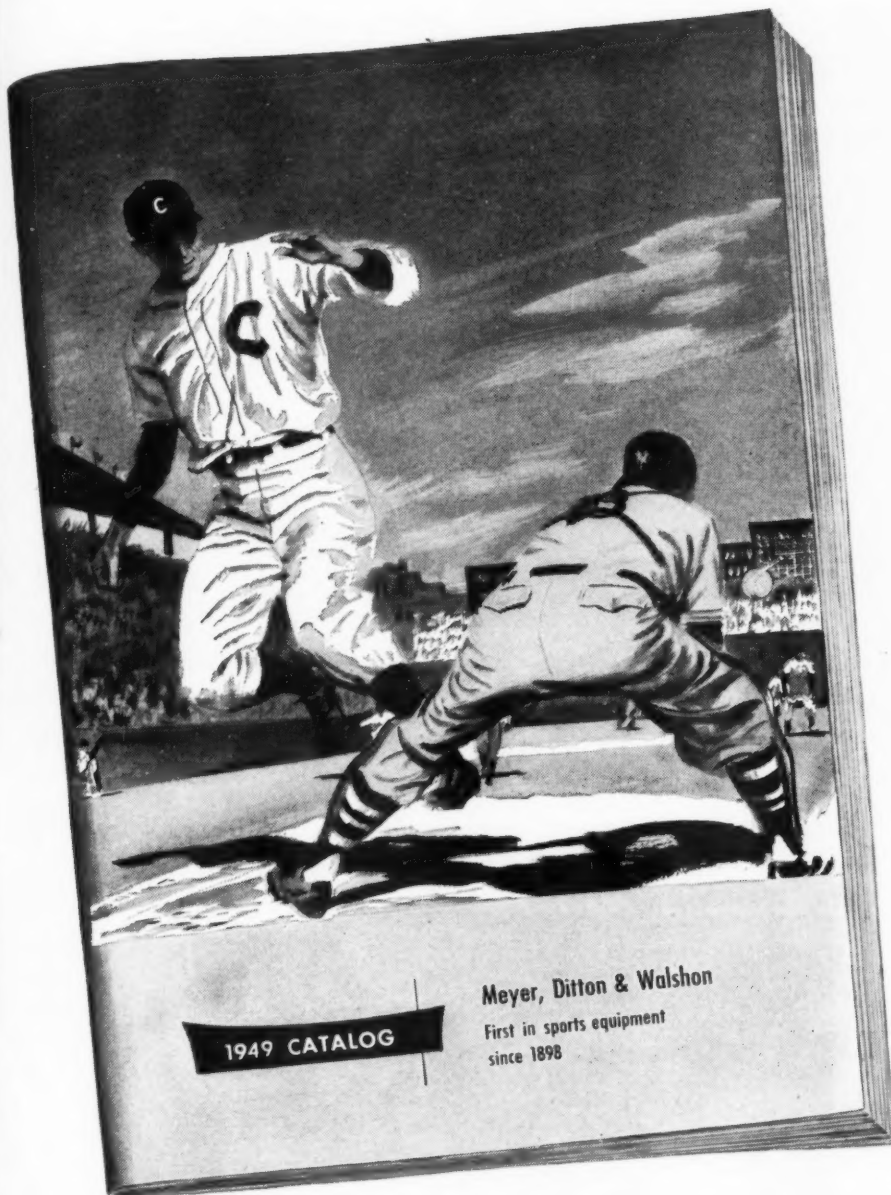
ported for the first three months of this year. . . . A listing of business firms who offer literature relative to products or services—particularly as pertains to weddings—will be featured editorially in the second and subsequent issues of *Esquire's Bridegroom*, wedding magazine for men. . . . Lingren Publications, Minneapolis, Minn., publishers of *Golfer and Sportsman*, have appointed Sadler & Sangston Associates, New York City, as their Eastern representatives. . . . G. Allen Reeder, newly appointed director of public relations and promotion for *Esquire, Inc.*, has named Edwin B. Stern, former merchandising executive for Ruthrauff & Ryan, Inc., and the Grey Advertising Agency, Inc., merchandising director of *Esquire*.

FARM PAPERS

Poultry Tribune, the first specialized farm publication to be examined

Before choosing any printing paper . . .

Look at Levelcoat*



Illustrated here is a typical use of Levelcoat*, not an actual booklet

Look at Levelcoat... for brightness

Should the product you picture in your new catalog sizzle? Should it sparkle with sales appeal? Then make it come alive—against the setting of lustrous Levelcoat* printing paper. Yes, Levelcoat papers are brilliant from the body fiber out—*brighter* because they're *whiter* than ever!

Look at Levelcoat... for smoothness

Smooth as richest country cream, the flowed-on surface of Levelcoat is a triumph of precision manufacture. Test it. Print with it. Let the smoother surface of Levelcoat give you smoother, truer press impressions ream after ream, run after run.

Look at Levelcoat... for printability

Printers and advertisers alike depend on the printability of Levelcoat for the smooth, trouble-free production of uniformly beautiful work. Let this outstanding Levelcoat quality produce finer results for you, too. Give your printing the Levelcoat lift!

IT PAYS TO LOOK AT LEVELCOAT



Levelcoat* printing papers are made in these grades: Trufect*, Multifect*, and Rotofect*.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

*T. M. REG. U. S. PAT. OFF.

MAY 20, 1949

The New York Times has been awarded the F. Wayland Ayer Cup, in the 19th Annual Exhibition of Newspaper Typography conducted by N. W. Ayer & Son, Inc. The newspaper was selected from more than 950 entries in the Exhibition, which was open to all English-language dailies in the United States, Alaska and Hawaii. The award was made on the basis of excellence of typography, make-up and presswork.

First Honorable Mentions were won in various circulation and format groups by the following newspapers: Standard size, 50,000 circulation plus, *The Evening Bulletin*, Philadelphia; standard size, 10,000 to 50,000 circulation, *The Billings Gazette*, Billings, Mont.; standard size and less than 10,000, *The Hibbing Daily Tribune*, Hibbing, Minn.; tabloids, regardless of circulation, *The Gazette & Daily*, York, Pa.

To determine whether printed advertising in newspapers or spoken advertising on radio is more effective in delivering a message and persuading the people reached to buy the advertised product was the object of a study just completed for the American Newspaper Advertising Network by the Bureau of Applied Social Research of Columbia University under the direction of Dr. Paul F. Lazarsfeld.

Interviews were conducted among 700 housewives in Orange, East Orange, South Orange, and West Orange, N. J. The sample was so selected, in terms of age, education and economic levels, as to be representative of all the housewives in the communities.

The study consisted of two phases. In the first, "retrospective," interview, each housewife was asked to recall one specific newspaper advertisement and radio commercial pertaining to a food, soap, drug or cosmetic product, which she had recently read or heard.

In the second phase, the "immediate" interview, the housewife's attention was focused on selected and comparable newspaper advertisements and radio commercials. The interviewer showed each woman one published newspaper advertisement and played on a phonograph for her the recording of one radio commercial.

This "Reading vs. Listening Study" compared newspaper and radio advertising in terms of the following factors: sales arguments remembered; richness of associations; product-directed thoughts; amount of deliberation stimulated; quality of attention paid advertisements in the two media; special interest shown; type of interest displayed; attention focused on

content; buying intentions stimulated by advertisements in newspapers and on the radio.

In most of these fields newspaper advertising was shown to have some advantage over radio advertising. Quantitatively, radio would give 3,645 impressions to newspapers' 1,955. Of these, however, 59% of the messages via newspapers are remembered favorably, as compared with 18% of the favorably remembered radio commercials.

The underlying note of the presentation is that newspaper advertising, effective as it is, would be even more effective if it were used with the same continuity and frequency that accompanies radio advertising. It quotes Dr. Lazarsfeld to the effect that most of the success of radio advertising is due to continuous repetition.

MAGAZINES

According to the "Box Score of Magazine Newsstand Sales," published by S-M News Co., *Argosy* shows a gain of 73%, or 225,715 individual copies, for the last six months of 1948 in comparison with the same period of 1947. . . . *House Beautiful* avers that 50,000 of its 550,000 circulation is taken by paid trade subscribers who cater to the remainder of the magazine's readers, "selling both



MAJOR effort by minors is crowned by *Seventeen's* current "It's All Yours" issue. This sketch was contributed by one of the 26 teenagers who illustrated the magazine.

sides of the counter." . . . At *The Reader's Digest International Editions, Inc.*, plans are being formulated

for the purchase of a new printing press and the printing of a Portuguese Edition in Brazil, S. A. . . . *Outdoor Life* reports the greatest circulation average in its 51-year history, 788,283 net paid. Newsstand sales averaged 405,439, which is 51.4% of the total. . . . *Popular Science Monthly* also announces an all-time high in its circulation with a 1,170,066 average re-



A. K. ATKINSON, JR., appointed assistant to the publisher of *Coronet*, he will function as sales executive.



JAMES L. MITCHELL is elected vice-president and advertising director of Macfadden Publications, Inc.

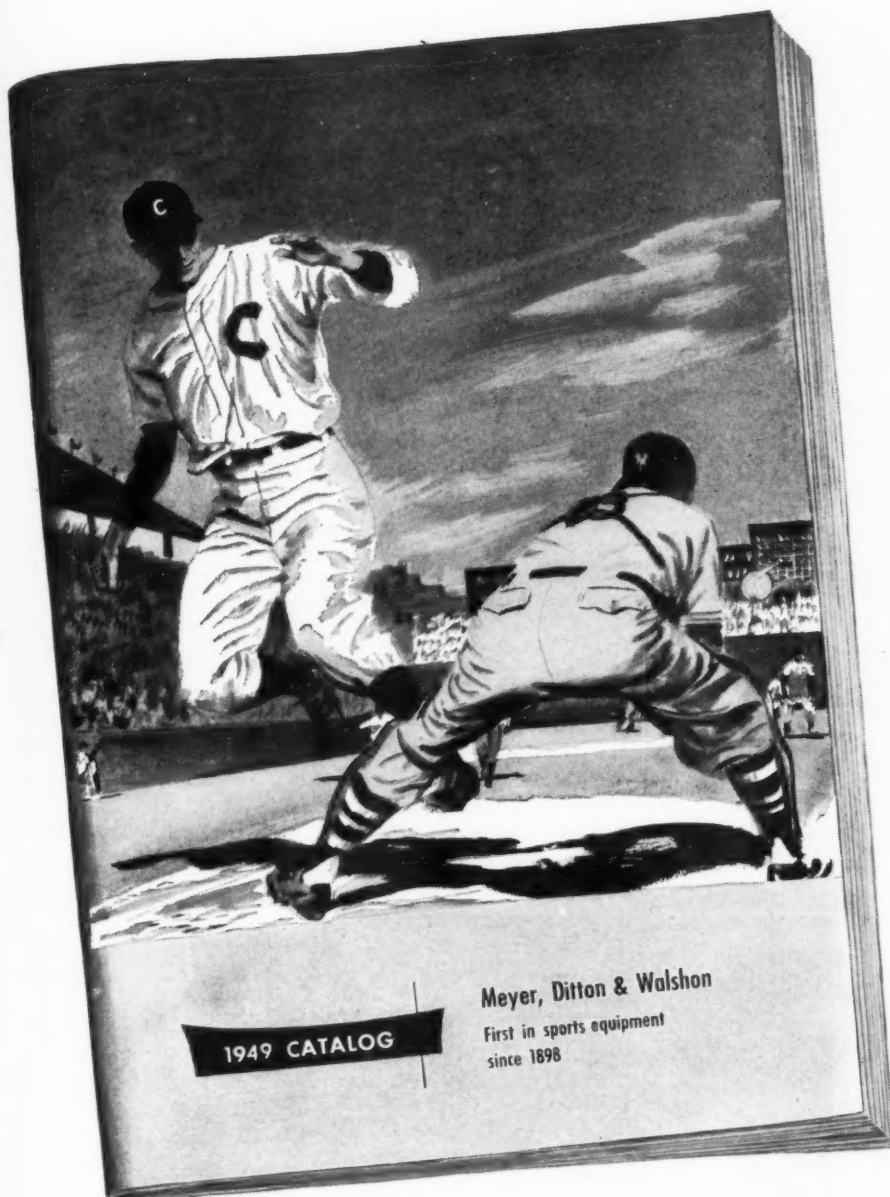
ported for the first three months of this year. . . . A listing of business firms who offer literature relative to products or services—particularly as pertains to weddings—will be featured editorially in the second and subsequent issues of *Esquire's Bridegroom*, wedding magazine for men. . . . Lingren Publications, Minneapolis, Minn., publishers of *Golfer and Sportsman*, have appointed Sadler & Sangston Associates, New York City, as their Eastern representatives. . . . G. Allen Reeder, newly appointed director of public relations and promotion for *Esquire, Inc.*, has named Edwin B. Stern, former merchandising executive for Ruthrauff & Ryan, Inc., and the Grey Advertising Agency, Inc., merchandising director of *Esquire*.

FARM PAPERS

Poultry Tribune, the first specialized farm publication to be examined

Before choosing any printing paper . . .

Look at Levelcoat*



Illustrated here is a typical use of Levelcoat*, not an actual booklet

Look at Levelcoat... for brightness

Should the product you picture in your new catalog sizzle? Should it sparkle with sales appeal? Then make it come alive—against the setting of lustrous Levelcoat* printing paper. Yes, Levelcoat papers are brilliant from the body fiber out—*brighter* because they're *whiter* than ever!

Look at Levelcoat... for smoothness

Smooth as richest country cream, the flowed-on surface of Levelcoat is a triumph of precision manufacture. Test it. Print with it. Let the smoother surface of Levelcoat give you smoother, truer press impressions ream after ream, run after run.

Look at Levelcoat... for printability

Printers and advertisers alike depend on the printability of Levelcoat for the smooth, trouble-free production of uniformly beautiful work. Let this outstanding Levelcoat quality produce finer results for you, too. Give your printing the Levelcoat lift!

IT PAYS TO LOOK AT LEVELCOAT



Levelcoat* printing papers are made in these grades: Trufect*, Multifect*, and Rotolect*.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

*T.M. REG. U. S. PAT. OFF.

MAY 20, 1949

by the Advertising Research Foundation, obtained high readership scores on the November Central Edition.

A full-page advertisement for Chevrolet Trucks attracted more men readers, 79%, than any other advertising in the 68-page surveyed issue. The highest women's advertising score was won by a full page of institutional advertising for The International Nickel Co., which was seen by 72% of the women.

Results of the *Poultry Tribune* survey, printed in a 94-page report, are being distributed to more than 4,000 advertiser, advertising agency and publisher executives. The report is Study Number Nine of the Continuing Study of Farm Publications. Its objective is to provide data on farm publication readership and subscriber families which will help advertisers and advertising agencies in making more effective use of these publications and which will aid publishers in evaluating their medium.



TV SCRIPT for "Crusade in Europe" being checked by Roy E. Larsen (left), president Time, Inc., and Mark Woods (right), president, ABC, against the Eisenhower book. The 26-week TV film series is sponsored by Time and Life over ABC-TV facilities

Poultry Tribune is published monthly at Mount Morris, Ill., in three editions, Eastern, Central and Western. Its total circulation is approximately 487,000, and the Central Edition covers approximately 161,000 of this total.

The November Central Edition contained 20 editorial departments, 21 feature articles, 19 fillers, 55 editorial illustrations, two humor panels, 175 general display advertisements, and four and a half columns of classified advertising.

Every man and woman reader looked at one or more editorial illustration. All women readers and 99% of the men readers noted one or more general display advertisement. Also, 93% of the men and 95% of the

women looked at one or more of the issue's 15 rotogravure advertisements. In the reading of editorial material, 93% of both men and women read one or more departments.

The study determined that the November Central Edition of *Poultry Tribune* accumulated 187,000 readers within four weeks after publication. It was found that the edition had 455,000 persons 12 years of age and over among its subscriber families. Males totaled 234,000, females 221,000.

Of the 187,000 readers, 94,000 were males, 93,000 females. Seventy-six percent of the readers were 30 years of age and over. They totaled 143,000 while the younger readers, 12 through 29 years of age, totaled 44,000.

Men's readership of advertising surpassed that of women in most cases. Of the 70 general display advertisements that were four inches or more in length, 56 had a higher men's score and 14 had a greater women's rating.

This month the Foundation will publish Study Number 10, a report on the January 15 issue of *California Farmer*.

AGENCIES

Hixson - O'Donnell Advertising, Inc., New York City, will be known after June 1, as Morey, Humm and Johnstone, Inc. The agency's change in name, which follows the retirement of Robert Hixson and Julian O'Donnell as directors, does not otherwise affect the agency's personnel.

Lloyd W. Baillie, former vice-president and director of J. Walter



ELECTED chairman and vice-chairman of the board of directors of The Advertising Research Foundation: H. M. Warren (right), vice-president, National Carbon Co., and B. B. Geyer, Geyer, Newell & Ganger, Inc.

Thompson Co., has joined Sullivan, Stauffer, Colwell & Bayles, Inc., in the same capacity. . . . Norman B. Norman and Noran E. Kersta have been named vice-presidents of William H. Weintraub & Co., Inc. Mr. Kersta has also been appointed director of radio and television for the agency. . . . F. Clifford Estey, formerly with Crosley Radio Corp., Cincinnati, and Aluminum Company of America, Pittsburgh, has joined W. W. Garrison and Co., Chicago and New York City, as a vice-president.

Accounts: Paul and Beekman, Inc., Philadelphia, for its Conestoga lawn sweeper and cement block machine, to Gray & Rogers, Philadelphia. . . . PictSweet Foods, Inc., packers of canned corn and peas and of frozen foods, to Brisacher, Wheeler & Staff, San Francisco. . . . United Aircraft Products, Inc., for its Aire-Ware kitchen products, to W. Earl Bothwell, Inc. . . . Schick, Inc., Stamford, Conn., to Batten, Barton, Durstine & Osborn, Inc.



SILVER PLAQUE award winner—Division Six—in the Associated Business Papers Advertising Contest: J. T. Hagan (left), district sales manager, Deepfreeze Division, Motor Products Corp., and E. F. Hamm, Jr., (right) president, A. B. P.

“Buy U. S. Savings Bonds during the Opportunity Drive,”

SAY THESE LEADING AMERICANS

WILLIAM GREEN, President,
American Federation of Labor



“For the working man, an increased investment in U. S. Savings Bonds can mean not only increased security but increased ability to take advantage of the opportunities that are part of the American way of life.”

WINTHROP W. ALDRICH, Chairman,
Chase National Bank



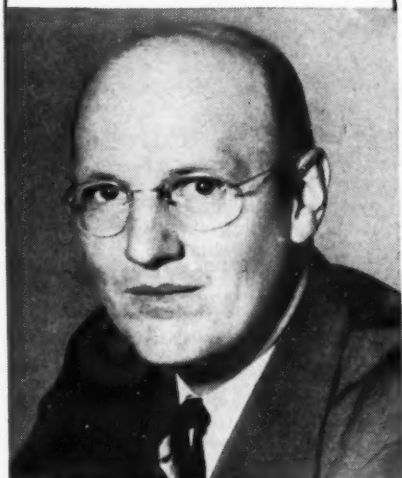
“I believe that every individual who can possibly do so should buy more U. S. Savings Bonds. These bonds represent one of the best investments of our time.”

PHILIP MURRAY, President,
Congress of Industrial Organizations



“The C.I.O. has endorsed every effort to encourage the worker to put more of his earnings into U. S. Savings Bonds. They represent both security and independence.”

CHARLES F. BRANNAN
Secretary of Agriculture



“I am heartily in favor of the Opportunity Drive to buy more U. S. Savings Bonds. Everyone engaged in farming should recognize the importance of a backlog of invested savings as a means of realizing the agricultural opportunities of the future.”

DURING MAY AND JUNE, the U. S. Savings Bond Opportunity Drive is on!

It is called the Opportunity Drive—because it is truly an opportunity for *you* to get ahead by increasing your own personal measure of financial security and independence.

If you haven't been buying Savings Bonds regularly, start *now*.

If you have been buying them, add an *extra* Bond or two to your purchases this month and next. Remember—you'll get back \$4 for every \$3 in a short ten years' time!

***Put More Opportunity
in Your Future...***

INVEST IN U. S. SAVINGS BONDS



Contributed by this magazine in cooperation with the Magazine Publishers of America as a public service.

**PROMOTION-SALES
ADVERTISING EXECUTIVE,
CAPABLE OF SUSTAINED
PRESSURE, is available . . .**

Specialist in new operations or national programs and departments requiring complete overhaul . . . Primarily a pace-setter, a strong salesman and trainer of salesmen personally, with ample prestige on the creative side, and a consistent record for getting things done. His endorsements are all by people you know, in agencies, banking, publishing, the industries, from 5 to 80 million gross. . . . There is need for this man in many quarters today.

Box 2604, Sales Management
386 4th Ave., New York, N. Y.

**WHY WONDER AND WORRY?
BURRELLE'S PRESS CLIPPINGS
GIVE YOU THE FACTS!**

ALL the clippings about you, your company, your business, your competitors . . . from ALL newspapers and magazines in the nation. News items, advertisements, photos, editorials, signed columns . . . on any subject. National or local service, fast and accurate. Write today for full information.

Burrelle's
PRESS CLIPPING BUREAU
BARCLAY 7-5371 165 CHURCH ST.
NEW YORK, N. Y.

SLIDES

kodachrome • black & white

We combine the facilities of our type shop, illustrators, cartoonists and cartographers to present your story attractively, effectively.

Write for free booklet

The Chartmakers, Inc.

480 LEXINGTON AVENUE, NEW YORK 17, N. Y.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Training Employees and Managers for Production and Teamwork. By William McCord, Dr. Earl Planty and Dr. Carlos Efferson. Published by Ronald Press. Price, \$5.00.

The three authors of this book are employees of Johnson & Johnson. Mr. McCord is director of Industrial Relations for Personal Products, a J & J subsidiary. Dr. Planty is executive counselor for the parent company, and Dr. Efferson is staff training director for Chicopee Manufacturing Corp., another J & J subsidiary. Their book emphasizes the need for co-operation, teamwork and increased productivity in all areas of life today and gives detailed suggestions on how to obtain it through training of all sorts. There's a special section on training for grievance handling, constructive discipline, morale building, costs and finances for men in supervisory and executive levels. General Robert Wood Johnson, J & J's chairman of the board, wrote the introduction to the book.

Communications Research. By Paul F. Lazarsfeld and Frank Stanton. Published by Harper & Brothers. Price, \$4.50.

This study of the mass audiences which radio commands is written by the president of Columbia Broadcasting System, Mr. Stanton, and the director of the Bureau of Applied Social Research at Columbia University. Its aim is to clarify the problems arising from the fact that, while potential public audiences have greatly increased, what people read, see and hear is largely controlled by a fairly few centralized communications industries. The book aims to show the effects of this general development on the intellectual and social life of our time. There are pungent discussions on such topics as American mass media, a study of children's reactions to comics, an analysis of radio programming, and a discussion of domestic broadcasting in Russia.

Public Relations for Retailers. By Tom Mahoney and Rita Hession. Published by The Macmillan Company. Price, \$4.50.

The publishers of this book, by two authorities on public relations, believe that it is the first public relations book for retailers. It covers the public relations field in retail outlets thoroughly; chapters are devoted to the relations of stores with employees, with customers of all ages and income groupings, with community affairs, with competitors and with the press. Other chapters handle problems of advertising, credit and adjustments, and the place of public relations executives in store organization. The book grew out of a study made by the authors for Federated Department Stores, Inc., of retail public relations in six cities. There is also detailed material on the public relations programs of Macy's, Sears, Roebuck, A & P, Marshall Field, to name a few.

The Paper Year Book. Edited by Bernard Seltzer. Published by Davidson Publishing Co., 22 E. Huron St., Chicago. Price, \$10.00.

This is the seventh annual edition of the encyclopedia of paper, revised and brought up to date. It includes, for the first time, a complete division of more than 100 pages devoted exclusively to printing and fine papers. There is complete and detailed information on more than 1,000 different papers and paper products and related items.

The Location of Fashion Industries. By Charles S. Goodman. Published by Ann Arbor University of Michigan Press. Price, \$2.00.

This monograph is a presentation of the more applicable parts of Dr. Goodman's doctoral dissertation titled, "The Development of California as a Manufacturing and Marketing Center for Fashion Apparel." Dr. Goodman has included, in this version of his dissertation, special references to the California apparel market, explains the nature and role of fashion, the apparel industries, trends in the location of apparel manufacture in the United States. Special sections are devoted to labor, fuel and power, materials of the California branch of the fashion industry.

Adventures in Advertising. By John Orr Young. Published by Harper and Brothers. Price, \$3.00.

Who needs an introduction to Young & Rubicam's Mr. Young? This is his story of his years in the advertising world, of the people who pioneered in the field, of the growth of his agency to one of the giants. Especially interesting is an account-by-account story of some of the big companies and industrial concerns with which he worked, advertising-wise. Mr. Young says, in the preface, that he wrote the book with an aim of interesting and encouraging young workers in advertising and public relations. But it should prove helpful to salesmen and sales managers in clearing the waters of advertising by its down-to-earth, human discussions of advertising.

The Epic of American Industry By James Blaine Walker. Published by Harper and Brothers. Price, \$5.00.

Mr. Walker, late of the War Production Board, now associated with Goldman Sachs & Co., tells the story of the rise of American business, industry, commerce, communications. The author has gone all the way back to the settling of Jamestown for his story's beginnings. He covers the crucial periods of development in manufacture, fiscal control, foreign trade and transportation.

The A-B-C's of Selling. Published by The Dartnell Corp. Price, one to 100 copies—25 cents; special discounts for large orders.

Here's help for the sales manager with a crop of new salesmen who grew up in the sellers' market. This small booklet is a refresher course for both old and new salesmen. It's pocket-size, contains 26 humorous (and instructive) cartoons in which the fundamentals of selling in a competitive market are outlined.

INDEX TO ADVERTISERS

Admatic Projector 3.....	79	Household Magazine	57	The Toledo Blade	107
Advertising Checking Bureau	108	The Schuyler Hopper Co.	49	Topflight Tape Co.	119
Aero Mayflower Transit	88	Hotel Mayfair & Lennox	100	Troy Record Newspapers	73
Akron Beacon Journal	51	Hotel New Yorker	104	True Story Magazine	24-25
American Builder	54-55	Indianapolis News & Star	9	United Film Service	32
American Legion Magazine	89	J. J. K. Copy-Art Photographers ..	100	U. S. Bonds	117
American Lumberman	20	Journals of Commerce	59	Wall Street Journal	28
American Telephone & Telegraph Company	47	The Weekly Kansas City Star	95	W G A R	16
Artkraft	79	Kimberly-Clark Corp.	115	Winston-Salem Journal & Sentinel .	58
Atlas Film Corporation	110	K T B S	14	W J R	23
Automotive Digest	92	Life	Between 80-81	W M C	22
Bayonne Times	103	Los Angeles Times	29	W S J S	105
The Belford Company	100	McGraw-Hill Publishing Co.	71	Young & Rubicam	6-7
Better Homes & Gardens	4	Metropolitan Group	76-77	Zippo Manufacturing Corp.	111
Buffalo Courier Express	4	The Milwaukee Journal	3		
Bureau of Advertising	107	Movie Mite Corporation	109		
Burelle's Press Clipping Bureau ...	118	National Geographic Magazine ...	50		
Burkhardt Co.	53	New Orleans Times-Picayune	92		
Burlington Free Press	97	New York Herald Tribune	34		
Canton Repository	103	Oil, Paint & Drug Reporter	52		
Capital Airlines	10	Oxford Paper Company	68-69		
Capper's Farmer	18-19	Parade Magazine	12-13		
Champion Paper & Fibre Co.	26	Peoria Newspapers	96		
Chartmakers, Inc.	118	Picture Recorder	61		
The Chicago Daily News	33	Pioneer Rubber Co.	20		
Chicago Sun-Times	64	Pittsburgh Post-Gazette	5		
Chicago Tribune	4th Cover	Pittsburgh Press	113		
Cleveland Press	60	Puck—The Comic Weekly	75		
Jack C. Coffey Co.	28	Radio Corporation of America	83		
Coronet	66	Reid Ray Film Industries	102		
Davenport Times	98	Rising Paper Co.	110		
Dell Publishing Co.	17-85	River Raisin Paper Company	31		
Detroit Free Press	1	Rochester Chamber of Commerce ..	93		
The Detroit News	91	Sales Research Institute	100		
Dobeckman Co.	84	San Diego Union	99		
F. W. Dodge	30-101	The Seattle Times	87		
Einson-Freeman Co., Inc.	27	Sioux City Journal & Journal Tribune	78		
First 3 Markets Group	21	State Teacher's Magazine	58		
Fort Wayne News-Sentinel	52	Successful Farming	3rd Cover		
Fox River Paper	90	Sweets Catalog Service	30		
Greyhound	11				
Jam Handy Organization	2nd Cover				
Hearst Advertising Service	62-63				
Home Owners Catalogs	101				

MAY 20, 1949

POINT OF SALE ADVERTISING

Colorful - Self Adhesive - Cellophane, processed in Rolls. Easy to buy - Easy to apply - used for Packaging - Point of Sale Advertising - Dealer Instructions - Distributor literature imprints.

TOPFLIGHT TAPE CO. YORK, PA.

HARD-HITTING SALES MANAGER

Now Gen. Sales Mgr. of leading Natl. Corp. in electronic acoustic field selling products through domestic and foreign franchised distributors and dealers to specialized consumer, medical, and school markets. Five years pre-war industrial advertising and sales promotion experience. Five years Army Air Corps, pilot, Lt. Colonel, Air Base C.O., Dep. Wing Commander, Air Transport Command, India-China. Sales Mgr. wood products mfg. co.—chain, jobber, and dealer distribution. Married. 34 years old. Seeks real opportunity with stable, sales-minded company in mfg., advertising, marketing. Write or wire Box 2605, Sales Management, 386 4th Ave., New York City.

PLUS FEATURES

of this sales producer include personnel, psychology & testing, market analysis, advertising, training methods, public relations . . . U of M postgrad Management. Age 37. Prefers share to straight salary. Details exchanged:

BOX 2606, SALES MANAGEMENT
386 4th Ave., New York City

SALES EXECUTIVE AVAILABLE

Long successful directing radio time and newspaper space sales. Qualified to solve today's toughest problems, build sales volume and develop new business. Future opportunity more important than immediate salary. Write Box 2607, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

COMMENT

WHEN DEALERS GET TOUGH

Dealers are more frightened about inventories right now than they've been for years. They're skittish about everything on which they can't see fast turnover ahead.

Manufacturers, who have been getting away with self-selected assortments in which some of the slow-movers ride on the backs of the best-sellers, will have to change their ways. The supplier who has accurate item-by-item turnover figures, and is in a position to offer balanced stocks, will be in a far stronger position than competition which doesn't take the dealer's investment problem so completely to heart.

Research on volume and periodicity of turnover can develop not only the patterns for balanced stocks, but can supply the fact-basis for proving to dealers that the greater frequency of turnover on advertised brands usually offsets, and sometimes by a substantial margin, the longer profit on unknown or private brand goods. Here's a point where careful sales analysis can develop high-powered selling ammunition for the sales force.

There isn't anything new about the idea of a balanced stock. The only trouble with it is that not enough manufacturers know with any degree of exactitude what constitutes a balanced stock in terms of their own merchandise. And not enough of them appreciate the inherent appeal of the balanced stock plan at a time when most dealers are jittery about potential losses they may incur as a result of softening prices.

THE CASE OF THE MISSING V-P

At the annual meeting of one of America's biggest and most prosperous companies, a stockholder asked the chairman of the board, "What is the firm's most serious single problem?" Without an instant's hesitation, the chairman answered, "Loss of executive talent and inability to fill executive jobs to our satisfaction." Many another company is in the same position.

We recommend for your attention the two-part article by Marvin Bower (in this issue (P. 37) and the next) in which he discusses the executive shortage. The unfilled need for qualified management talent arises from a number of factors: the huge expansion in our economy, the accelerating trend toward decentralization of management, the dislocations in manpower resulting from the war, and, most important of all, our present tax structure.

Because he is by profession a management consultant, exposed to management troubles in a variety of industrial fields, Mr. Bower is peculiarly well qualified to define the nature of the problem and to suggest practical ways for meeting it.

Personnel experts have been learning interesting things about what makes "job satisfaction." They know that salary level is not the most important factor contributing to the morale and contentment of the man at the lathe, or the girl at the billing machine. Hence it is not particularly surprising that Mr. Bower comes to this same conclusion with respect to executives. They, too, look for and appreciate other than money values.

Business is therefore advised to look in the area of working conditions for at least a partial solution to executive manpower difficulties. A man who is getting both fun and moral satisfaction out of a job will think at least four times before giving it up in favor of the risks that come with establishing a business of his own.

TIME WASTE IS PROFIT WASTE

If you want to touch a live nerve in your merchandising and selling talks with retailers, prepare to present a specific plan which will help to cut the time-per-transaction in the retail store.

The widespread development of self-service and semi-self-service is perhaps the most significant testimony that smart dealers are recognizing in reduced-time-per-transaction at least one effective means for relieving the squeeze between mounting costs and lower profit margins.

This trend means that wise manufacturers must pay more and more attention to merchandising at the point of sale. Over and over again tests on what can be accomplished by improved display devices and techniques show the extent of unexploited opportunities to help the customer sell himself.

In its simplest terms, the matter of speeding the retail sale rests upon achieving greater and greater visibility of all stocks offered for consumer approval. In some instances, the soundness of this elementary idea still has to be sold to retailers. The chains and the variety stores and many of the country's biggest department stores are already practicing the principle and cashing in on it.

Some of them have been doing it for years, in fact. One example: The Ohrbach store in New York City does a remarkable business in shoes. Their time-per-transaction must be unbelievably low. The reason: The department has a display counter showing one shoe of every style the store carries. Ohrbach customers revolve around this counter, select the styles they like, get the number from the counter attendant, and ask the salesperson to get the shoe out of stock, and fit it in its proper size.

This idea seems so unbelievably simple that it's hard to understand why hundreds and hundreds of other stores fail to adopt it. Many women are inarticulate and vague about what type of shoe they want. The salesperson has to "hunt around." He may pull a dozen shoes out of stock before he gets close to the consumer's wants. He may spend half an hour making one sale. Why not let the consumer do the eliminating herself?

We cite this as a single instance of what can be done at the retail level to cut the cost of serving an individual customer. We believe the manufacturer who develops ideas of his own for the goods he sells—and collects tested plans from the field to pass on to the less-alert dealers—will find himself cashing in in two ways: in increased volume to dealer-accounts, and in good-will. The dealer is the victim of a squeeze, and he knows it. Help him cut his cost-per-transaction and he'll be your friend.

Geiger counter crops!

For its rapid, robust growth, the tomato needs copper —perhaps no more than one-millionth part!... That minerals are essential to plant health and growth has long been known; but some minerals are absorbed in such tiny quantities that their effects could not be traced. Now solution of the mystery is under way...one of the first peacetime by-products of the atom bomb!

Radioactive minerals are put in the soil...absorption and effect of the minerals checked with Geiger counters which show the presence and strength of the radioactive elements... Last year, basic researches with radioactive phosphorus on several crops contributed new light on phosphate fertilizers... And 1949 experiments to be made on seed stocks, mutations, soil nutrients, etc. should show new ways to increased production...

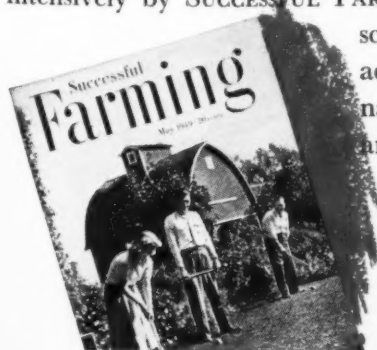
No industry changes so fast, or is developing so much, as agriculture!... And advertisers will find significant and stimulating "Atoms Are Hard At Work For The Farmer" by David Lilienthal, Chairman of the Atomic Energy Commission... in **SUCCESSFUL FARMING** for May.



Most missed market by most advertisers... are the nation's best farm families in the 15 Heart States... with the most productive soil, top yields, latest methods and techniques, and the greatest cash return. Of **SUCCESSFUL FARMING's** 1,200,000 subscribers, a round million in the Heart States average some \$10,000 in gross income—\$4,000 above the US farm average... represent the best class market in the world today! This market is only fringed by general media... only covered intensively by **SUCCESSFUL FARMING**—a must on your

schedule if your national advertising is to be really national! Get the facts at any SF office... **SUCCESSFUL**

FARMING, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.





*In Chicago there's
an easier way with
results the same day*

To sell women, you can't beat the Chicago Tribune—in which women's clothing advertisers invest more of their promotion budgets than in all other Chicago papers combined!

to reach Chicago women do as retailers do... use the Chicago Tribune